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**“Why Do They Leave?”**  
**Understanding Voluntary Executive Turnover**  
**in Multinational Companies**

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## **Abstract**

The life sciences industry is knowledge-intensive and global, and the retention of internationally mobile executives is a human resource priority. Accordingly, this work aims to better understand the voluntary turnover (VT) of Peripatetic International Executives (PIEs) in that industry.

The literature in this field suggests Mitchell et al.'s Job Embeddedness Theory is a plausible explanation for variance in VT. Based on that work, Alvesson and Sandberg's problematization approach is used to identify a set of four linked research questions that, if answered, would meet the research objective.

To answer these questions, this research used a sample of PIEs across 38 countries as its unit of analysis. It took Intention to Stay (ITS), a proxy for VT, as its dependent variable and multiple factors derived from the job embeddedness literature as the independent variables. The work employed a sequential, exploratory mixed-methods methodology involving semi-structured interviews of 26 PIEs, followed by an online survey (n=258).

The findings supported JET as an explanation for variance in ITS and, by extension, VT. Further, it found that a subset of job embeddedness factors accounted for the most variation in ITS. The details of the findings ran counter to prior research in two ways. First, job-related factors, especially career opportunities, were found to be much more influential than non-job-related factors, such as partner and family issues. Second, there was no significant variation across demographic variables such as age, gender, or national origin. Further, the qualitative

findings suggested a mechanism by which PIEs make ITS decisions that is consistent with much earlier theories of motivation by Vroom and Herzberg.

This work meets its objective of better understanding VT variance amongst PIEs and makes theoretical, empirical, and methodological contributions to the Job Embeddedness literature. In its recommendations, it also contributes to the human resource management of PIEs in these sectors.

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# Table of Contents

<b>Abstract</b> .....	<b><i>i</i></b>
<b>Copyright</b> .....	<b><i>iii</i></b>
<b>Table of Contents</b> .....	<b><i>iv</i></b>
<b>List of Figures</b> .....	<b><i>vii</i></b>
<b>List of Tables</b> .....	<b><i>viii</i></b>
<b>List of Appendices</b> .....	<b><i>ix</i></b>
<b>List of Abbreviations</b> .....	<b><i>x</i></b>
<b>Acknowledgments</b> .....	<b><i>xi</i></b>
<b>Dedication</b> .....	<b><i>xii</i></b>
<b>1. Introduction</b> .....	<b><i>1</i></b>
<b>1.1 Research Topic</b> .....	<b><i>1</i></b>
1.1.1 Construct Definitions .....	<b><i>2</i></b>
<b>1.2 Research scope</b> .....	<b><i>2</i></b>
1.2.1 The Significance of the Life Sciences Industry .....	<b><i>3</i></b>
1.2.2 Rationale for Single Industry Focus.....	<b><i>4</i></b>
<b>1.3 Research Value</b> .....	<b><i>6</i></b>
1.3.1 Importance .....	<b><i>6</i></b>
1.3.2 Relevance.....	<b><i>7</i></b>
1.3.3 Originality .....	<b><i>7</i></b>
<b>1.4 Research Purpose</b> .....	<b><i>8</i></b>
<b>1.5 Research Goals and Research Questions</b> .....	<b><i>9</i></b>
<b>1.6 Dissertation Structure</b> .....	<b><i>11</i></b>
<b>2. Literature Review Methods and Outcomes</b> .....	<b><i>13</i></b>
<b>2.1 Literature Review Methods</b> .....	<b><i>13</i></b>
<b>2.2. Definition and Limitations of the Voluntary Turnover Construct</b> .....	<b><i>18</i></b>
<b>2.3 The Evolution of Theories of Voluntary Turnover</b> .....	<b><i>21</i></b>
2.3.1 March and Simon’s Model of Organizational Equilibrium .....	<b><i>22</i></b>
2.3.2 Attitudinal Turnover Models .....	<b><i>23</i></b>
2.3.3 Attitudinal Turnover Constructs .....	<b><i>27</i></b>
2.3.4 Additional Factors Influencing Voluntary Turnover.....	<b><i>30</i></b>
2.3.5 Further Expansion on Attitudinal Constructs – Organizational Commitment .....	<b><i>33</i></b>
2.3.6 Challenging Traditional Views – The Unfolding Theory of Voluntary Turnover.....	<b><i>35</i></b>
<b>2.4 Job Embeddedness</b> .....	<b><i>39</i></b>
2.4.1 Theoretical Foundations and Inspirations of Job Embeddedness Theory .....	<b><i>40</i></b>
2.4.2 Organizational and Community Factors Affecting Job Embeddedness .....	<b><i>41</i></b>

2.4.3 Job Embeddedness Measurement.....	42
2.4.4 Family Embeddedness: Influence of Family on Turnover Decisions.....	46
2.4.5 Future Extensions of Job Embeddedness .....	47
2.4.6 Job Embeddedness: A Synthesis of Turnover Theories .....	50
<b>2.5 Summary: Understanding Voluntary Turnover.....</b>	<b>55</b>
<b>2.6 Research Proposal: Job Embeddedness and Voluntary Turnover .....</b>	<b>57</b>
2.6.1 Measurement Limitations of Voluntary Turnover .....	57
2.6.2 Intention to Stay – A Proxy for Voluntary Turnover .....	58
2.6.3 Research Questions .....	60
2.6.4 Target Selection – Peripatetic International Executives .....	62
2.6.5 Methodology .....	63
2.6.6 Significance .....	63
<b>3. Methodology and Method .....</b>	<b>64</b>
<b>3.1 Research Design .....</b>	<b>64</b>
3.1.1 Justification for the Methodological Approach .....	65
3.1.2 Overview of Methods .....	65
<b>3.2 Method Detail .....</b>	<b>67</b>
3.2.1 Details of Qualitative Phase.....	67
3.2.2 Validity Considerations for Qualitative Phase .....	70
3.2.3 Details of the Quantitative Phase .....	71
3.2.4 Validity Considerations for the Quantitative Phase.....	74
<b>3.3 Summary.....</b>	<b>75</b>
<b>4. Findings .....</b>	<b>77</b>
<b>4.1 Pilot Qualitative Phase Findings .....</b>	<b>77</b>
4.1.1 Finding 1: The Opportunity for Career Growth Is the Primary Factor Influencing Intention to Stay.....	77
4.1.2 Finding 2: Company Culture Is the Second Most Important Factor.....	79
4.1.3 Method Adjustments Resulting from the Pilot Phase .....	80
<b>4.2 Qualitative Phase Findings .....</b>	<b>82</b>
4.2.1 Quality Sample Representativeness .....	82
4.2.2 Factor Alignment .....	89
4.2.3 Factor Scoring Methodology.....	89
4.2.4 Intention to Stay Measurement .....	91
4.2.5 Finding 1: Organizational Culture and Values, Career Growth Opportunities, and Leadership Style Are the Predominant Factors Influencing Intention to Stay.....	91
4.2.6 Finding 2: Off-the-Job Factors Have a Marginal Influence on Intention to Stay.....	94
4.2.7 Finding 3: Gender Perspectives Converge on the Importance of Job Embeddedness Factors.....	96
4.2.8 Finding 4: Growth Opportunities and Organizational Culture Are Pivotal Factors Influencing Both High and Low Intention to Stay Levels.....	97
4.2.9 Finding 5: Exposure to International Cultures Influences Intention to Stay .....	98
4.2.10 Summary of Qualitative Findings.....	99
<b>4.3 Summary of Methodological Adjustments.....</b>	<b>99</b>
4.3.1 Demographic and General Information Adjustments.....	100
4.3.2 Job Embeddedness Factors.....	100
<b>4.4 Quantitative Phase Findings .....</b>	<b>102</b>
4.4.1 Quantitative Sample Representativeness.....	103
4.4.2 Finding 1: There Is a Robust Positive Relationship Between Job Embeddedness and Intention to Stay.....	111

4.4.3 Finding 2: The Impact of Job Embeddedness on Intention to Stay Is Not Significantly Moderated by Demographic or Occupational Factors .....	113
4.4.4 Finding 3: The Geographic Location Has a Minimal Influence on the Intention to Stay in a Company .....	115
4.4.5 Finding 4: Four Job Embeddedness Factors Provided Most of the Explanatory Power.....	118
<b>4.5 Integration of Qualitative and Quantitative Results.....</b>	<b>119</b>
<b>4.6 Summary.....</b>	<b>121</b>
<b>5. Conclusions .....</b>	<b>124</b>
<b>5.1 Implication of Findings for the Research Questions .....</b>	<b>124</b>
5.1.1 Descriptive Research Question (RQ1): What Is the Relationship Between Job Embeddedness Factors and Intention to Stay? .....	124
5.1.2 Comparative Research Question (RQ2): How Does the Relationship Between Job Embeddedness Factors and the Intention to Stay Vary Across Different Sub-Categories?.....	127
5.1.3 Explanatory Research Question (RQ3): To What Extent and in What Ways Does the Job Embeddedness Theory Explain the Variation in Intention to Stay? .....	129
5.1.4 Normative Research Question (RQ4): How Does a Job Embeddedness Theory-Based Explanation of Intention to Stay Inform Management Practices? .....	131
<b>5.2 Contributions .....</b>	<b>134</b>
5.2.1 Theoretical Contributions .....	134
5.2.2 Knowledge Contributions .....	135
5.2.3 Methodology Contributions .....	136
5.2.4 Practice Contributions .....	136
<b>5.3 Limitations .....</b>	<b>138</b>
5.3.1 The Sample Selection Method Presents Several Limitations.....	138
5.3.2 Research Validity .....	139
<b>5.4 Suggestions for Further Research .....</b>	<b>142</b>
<b>6. Appendices.....</b>	<b>144</b>
<b>7. List of References .....</b>	<b>187</b>

## List of Figures

Figure 1: PRISMA Stages.....	13
Figure 2: Theory Development of Voluntary Turnover .....	22
Figure 3: The Unfolding Model of Voluntary Turnover .....	38
Figure 4: Qualitative Survey – Interview Process .....	69
Figure 5: Age Distribution.....	83
Figure 6: Respondents by Country of Current Workplace .....	84
Figure 7: Respondents by National Origin .....	85
Figure 8: Respondents by Organization.....	86
Figure 9: Respondent Breakdown.....	104
Figure 10: Respondent Age .....	105
Figure 11: Respondent Marital Status.....	106
Figure 12: National Origin.....	107
Figure 13: Country of Workplace.....	108
Figure 14: Industry Type .....	109
Figure 15: Job Position .....	109
Figure 16: Tenure with Organization.....	110
Figure 17: International Exposure .....	110



## List of Tables

Table 1 : Document Classification.....	16
Table 2: Document Publication Setting .....	16
Table 3: Document Knowledge Type .....	17
Table 4: Document Methodology .....	17
Table 5: Global Job Embeddedness Items .....	44
Table 6: Top 10 Job Embeddedness Factors.....	90
Table 7: Top Job Embeddedness Factors by Gender.....	96
Table 8: Job Embeddedness Factors .....	102
Table 9: Multiple Regression Results .....	114
Table 10: Job Embeddedness Factors – Qualitative Results .....	121

## List of Appendices

Appendix I: Literature Review – Document Classification Criteria – Example .....	144
Appendix II: Job Satisfaction Survey .....	145
Appendix III: Job Embeddedness Items .....	147
Appendix IV: Semi-Structured Qualitative Interview Guide .....	148
Appendix V: Job Embeddedness Factors Image .....	150
Appendix VI: Intention to Stay Image.....	151
Appendix VII: Informed Consent Form .....	152
Appendix VIII: Understanding Voluntary Executive Turnover – Quantitative Questionnaire..	154
Appendix IX: Pilot Qualitative Phase – Results.....	158
Appendix X : Qualitative Phase – Results.....	162
Appendix XI: Correlation Formulas .....	172
Appendix XII: Linear Regressions .....	174
Appendix XIII: Regression with Interactions .....	178
Appendix XIV : Multiple Regression Analysis .....	183
Appendix XV: Correlation Matrix.....	184
Appendix XVI: Country Clusters – GLOBE Study.....	185
Appendix XVII: Quantitative Survey – Participants by Country .....	186

## **List of Abbreviations**

<b>Abbreviation</b>	<b>Definition</b>
HR	Human Resources
ITS	Intention to Stay
JE	Job Embeddedness
JET	Job Embeddedness Theory
MNC	Multinational Companies
PIE	Peripatetic International Executive
RQ	Research Question
SEMM	Sequential Exploratory Mixed Methods
VT	Voluntary Turnover

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## **Dedication**

This thesis is dedicated to the memory of my father, whose wisdom and encouragement have served as my guiding light throughout this journey. His unwavering belief in my abilities and his exemplary life have been instrumental in helping me reach this milestone.

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# **1. Introduction**

Peripatetic International Executives (PIEs) embody and disseminate a company's vision, goals, and strategic objectives. Their role extends beyond leadership to include the crucial transfer of knowledge, culture, and practices across national affiliates, making their retention essential for multinational corporations (MNCs), as the effective management of internal knowledge stocks and knowledge flows is a key determinant and driver of their performance (Kogut & Zander, 1996). Consequently, the retention of effective PIEs is a significant issue and a primary goal of companies' human resource strategies (Mitchell et al., 2001).

In his experience working in this area, the researcher observed a significant variation among companies in their ability to retain effective PIEs. This variation is the focus of this research, as it represents a knowledge gap in the literature. While the literature offers several hypothesized explanations for this phenomenon, none have gained general acceptance or empirical support. This knowledge gap is particularly relevant across all industries where MNCs are significant, with the life sciences industry as a notable example.

Understanding the factors that influence the retention of PIEs is crucial for enhancing the effectiveness of human resource strategies in MNCs. This study aims to explore these factors, providing valuable insights that can help companies improve their retention practices and, ultimately, their overall performance.

## **1.1 Research Topic**

This study examines the variability of voluntary turnover among Peripatetic International Executives (PIEs) within Multinational Corporations (MNCs), aiming to uncover the factors influencing their decisions to leave or stay with their employer.

### 1.1.1 Construct Definitions

1. **Peripatetic International Executives (PIEs):** Individuals responsible for overseeing an entire local subsidiary, division, or significant function of an MNC and ensuring strategic alignment, operational efficiency, and cultural cohesion across global operations. These executives, who typically transfer knowledge and facilitate company culture throughout the organization, have developed a “global mindset” (Levy et al., 2007), which makes them better equipped to deal with the complexity wrought by multiple organizational environments, structural indeterminacy, and cultural heterogeneity – all of which characterize contemporary MNCs (Prahalad & Doz, 1987).
2. **Voluntary Turnover (VT):** Defined as instances where management acknowledges that the individual had the physical opportunity to continue employment with the company at the time of termination (Maertz & Campion, 1998). This study focuses on PIEs’ motivations to leave or remain with their companies, excluding cases where they are compelled to move.
3. **Multinational Corporations (MNCs):** Given the rich ecology of firms of varying age, size, industry, strategy, and international scope in international business, it is unlikely to find an agreement in a single definition of MNC (Aggarwal et al., 2010). For this study, an MNC will be defined as any business organization characterized by an extensive international operation, an integrated global strategy, a complex organizational structure, cross-border investments and trade, a diverse workforce, and the ability to adapt to local markets.

## 1.2 Research scope

This study explores the applicability and explanatory power of the Job Embeddedness Theory (JET) regarding the voluntary turnover of PIEs, as detailed in the subsequent literature review. The JET integrates concepts from earlier theories, such as job satisfaction and organizational commitment, potentially providing a more comprehensive explanation of the relationship between VT and its various antecedents. As identified in the literature review, the extant literature is weak concerning this relationship, and this study aims to contribute to the existing literature by testing the power of the JET to explain VT amongst PIEs.

This study will be limited to the life sciences industry, which includes pharmaceutical, medical technology, and related sectors. This sectoral choice is made to control for industry-related confounding factors and because of the industry's social, economic, and technological significance.

### **1.2.1 The Significance of the Life Sciences Industry**

The life sciences industry is at the forefront of innovation and navigates a complex landscape of regulatory, ethical, and research and development challenges. This characteristic market environment and the industry's critical role in global health care create a distinctive employment environment for PIEs, potentially affecting their job satisfaction, commitment, and, ultimately, their decisions to remain in their jobs. By focusing on this sector, this research aims to contribute to theoretical explanations of VT and knowledge and practice of human resource recruitment and retention activity in this industry.

The life sciences industry is characterized by several factors (Smith, 2019):

1. **Social Contract between Pharma and Society:** The Life Sciences industry operates under an implicit social contract. It is supported by public investment, intellectual property, and regulatory protection, and its market is created by public sector spending



- and subsidy. In return, it is expected to provide society with safe, effective, and affordable medicines and medical technologies.
2. **Complexity of Value Creation and Definition:** The supply side of the life sciences industry requires aggregating an unusually wide range of scientific and other knowledge and capabilities. Equally, the demand side of the industry is characterized by three customer groupings (payers, patients, and health care professionals), often with conflicting perceptions, and a multi-tiered channel to market. Further, the life sciences industry is global in nature, and the supply side, in particular, exhibits significant geographic heterogeneity. Together, these supply and demand side factors create a complex market environment.
  3. **Magnitude and Longevity of Risk:** The life sciences industry is characterized by substantial technological and market risks. Long development timelines and scientific complexity mean the probability of technological and regulatory success is low. Equally, market competition and market access issues mean that even products brought to market have a low probability of commercial success. These two sets of risks lead to an unusual industry risk profile.
  4. **Composition of the Workforce:** The industry's scientific, regulatory, and market environment requires a workforce characterized by an unusual breadth and depth of expert PIE across a very wide range of knowledge fields. This implies unusual challenges in managing its human resources, underscoring the importance of their roles.

### **1.2.2 Rationale for Single Industry Focus**

The decision to focus on a single industry, specifically the life sciences, is driven by several key considerations that enhance the study's precision and validity:

### 1. **Controlled Examination of Industry-Specific Factors:**

- **Homogeneity:** The life sciences industry, encompassing pharmaceuticals, medical technology, and related fields, offers a relatively homogeneous employment environment. This homogeneity allows more precise control over external variables such as market conditions, regulatory environment, and industry norms.
- **Precision:** By focusing on a single industry, the study can more accurately isolate and examine the factors influencing the retention and mobility of Peripatetic International Executives. This precision is less achievable in more diverse or less specialized industries or sectors.

### 2. **Enhanced Validity and Reliability:**

- **Control for Confounding Factors:** Concentrating on the life sciences industry helps control for confounding factors that could otherwise skew the results. This focus enhances the validity and reliability of the findings, providing a clearer understanding of the dynamics at play.
- **Industry-Specific Insights:** The life sciences industry's unique characteristics, such as its global reach and critical mission, add complexity to the roles of PIEs. This complexity makes it an ideal context to explore the multifaceted phenomena of voluntary turnover.

### 3. **Significance and Impact:**

- **Global Reach:** The life sciences industry operates globally, making it a significant and impactful sector. Insights gained from this study can have far-reaching implications for multinational corporations within this industry.
- **Critical Mission:** The critical nature of the life sciences industry's mission, which

often involves life-saving products and technologies, underscores the importance of retaining top executive talent. Understanding the factors influencing PIEs' decisions to stay or leave is crucial for maintaining the industry's effectiveness and innovation.

#### 4. **Relevance to Other Sectors:**

- **Knowledge-Intensive Global Sectors:** While the focused approach may limit the generalizability of the findings, the insights gained are still relevant to other knowledge-intensive global sectors where PIEs play a critical role.
- **Informing Strategies:** The study's findings could inform executive retention and mobility strategies in other sectors, providing valuable lessons that extend beyond the life sciences industry.

### **1.3 Research Value**

This research is valuable because it is important, relevant, and original.

#### **1.3.1 Importance**

For organizations, high turnover rates of critical employees have significant tangible costs, including recruitment, selection, training, and adjustment time. These costs can strain organizational resources and impact financial performance (Morrell et al., 2004). Turnover also affects intangible aspects such as organizational culture, employee morale, social capital, and organizational memory (Morrell et al., 2004) and the loss of social capital (Dess & Sauerwald, 2014).

For individuals, leaving a job can be stressful and challenging. The transition involves high costs in terms of uncertainty, adjustment periods, and disrupted social networks (Avey et al., 2009)

(Griffeth et al., 2000). Giving up known routines and interpersonal connections at one's previous place of employment can be very stressful (Boswell et al., 2005). Understanding the factors that influence voluntary turnover can help individuals make more informed career decisions, potentially reducing the stress and challenges associated with job transitions.

### **1.3.2 Relevance**

As detailed in the following literature review, there are various competing explanations for why executives choose to stay with or leave an organization. Despite over 50 years of research and more than 1,500 papers on the subject, voluntary turnover remains an elusive phenomenon that has yet to be fully explained. The most widely used constructs in this study area, such as job satisfaction and organizational commitment, account for only a minimal portion of the variance in turnover rates. These constructs do not comprehensively explain voluntary turnover (Holtom et al., 2008).

The existing body of research tends to focus more extensively on human resource practices rather than on why individuals decide to leave their positions. Kehoe and Wright (2013) posited that additional work is still needed to assess the role of employees' perceptions of human resources (HR) practices in determining their attitudinal and behavioral outcomes. This study aims to shift the focus to the underlying reasons for turnover.

There is a significant scarcity of research specifically targeting senior leaders, a gap that this study aims to fill. Even fewer studies examine this issue within an international context. High achievers may have distinct reasons for remaining with an organization, which are often context-dependent and vary significantly across different cultures.

### **1.3.3 Originality**

This research is original because it examines voluntary turnover from the employee's

perspective. The extant literature predominantly focuses on the company's point of view and human resource practices (Van Beurden et al., 2020). By understanding the phenomenon from the employee's perspective, this study aims to provide new insights into the factors influencing executives' decisions to stay with or leave an organization. This shift in focus contributes to a more comprehensive understanding of voluntary turnover, addressing gaps in the existing literature and offering a fresh perspective on the issue.

## 1.4 Research Purpose

This study aims to make significant contributions across four key dimensions: knowledge, theory, methodology, and practice, each addressing a critical aspect of understanding and managing voluntary turnover among PIEs:

1. **Contribution to Knowledge:** This research aims to provide novel, empirically-based insights into voluntary turnover and its antecedents within the life sciences industry. The study seeks to identify job embeddedness (JE) factors, their relative importance, and how they correlate with VT among PIEs. Doing so will expand the current understanding of the elements influencing executives' decisions to stay or leave.
2. **Contribution to Theory:** This study will evaluate the explanatory power of the Job Embeddedness Theory concerning VT by empirically testing it. The research will determine the extent to which JET accounts for VT among PIEs, providing empirical support and potential refinement for the theory. This will enhance the theoretical framework and its applicability to executive turnover.
3. **Contribution to Methodology:** This work will contribute methodologically in two ways. First, it will apply a sequential exploratory mixed-methods approach, which is

uncommon in the study of executive VT. This methodological innovation will demonstrate SEMM's value and applicability in this research domain, offering a robust framework for future studies on executive turnover. Second, Alvesson and Sandberg's problematization approach will be applied to defining the research questions. This approach, which complements more traditional "gap-filling" approaches to identifying research questions, is rarely used in management research despite its relevance to real-world management issues (Alvesson et al., 2011).

4. **Contribution to Practice:** This study's findings will have practical implications for human resources and management practices within multinational corporations. By providing actionable insights, the research will assist organizations in adapting their retention strategies to meet the needs and preferences of PIEs. Ultimately, the aim is to reduce voluntary turnover, which will help organizations maintain stability and continuity in their leadership teams.

## 1.5 Research Goals and Research Questions

The primary goal of this research is to enhance the understanding of voluntary turnover by testing the explanatory power of the Job Embeddedness Theory within the context of multinational corporations in the life sciences industry. This research takes an innovative approach, pushing the boundaries of our understanding of VT.

The secondary goal is to identify the relative salience of JE factors on intention to stay (ITS). Though moderated by several factors, ITS is a construct identified by Griffeth and Alkorshy (Griffeth et al., 2000) as a strong predictor of turnover (Allen et. al., 2005). Li et al. (Li et al., 2016) suggested that this construct will be treated as turnover's antecedent, not its surrogate.

The tertiary goal is to understand better the causal mechanisms by which JE factors influence ITS.

Lastly, the additional goal is to support recommendations on HR practices for retaining PIEs.

Given this extensive set of goals and lack of prior work, combined with the novel application of the JET and an employee perspective, a single, simple research question is probably insufficient. Instead, this work adopts the problematization approach suggested by Alvesson and Sandberg (Alvesson, et al., 2011), who emphasize the importance of developing research questions that challenge existing assumptions and contribute to theoretical advancements. This guidance leads to the following research questions, formulated to address the stated research goals as an ascending series of connected and sequential questions:

1. **Descriptive Question (RQ1):** What is the relationship between job embeddedness (JE) factors and intention to stay (ITS)?

This question describes the fundamental relationship between JE factors and ITS, providing a foundational understanding of how these elements interact.

2. **Comparative Question (RQ2):** How does the relationship between JE factors and the ITS of Peripatetic International Executives (PIEs) in life science multinational corporations (MNCs) vary across different sub-categories of PIEs?

This question seeks to compare the JE-ITS relationship across various sub-groups of PIEs, identifying any significant differences or patterns that may exist.

3. **Explanatory Question (RQ3):** To what extent and in what ways does the Job Embeddedness Theory (JET) explain the variation in ITS among PIEs in life science MNCs?

This question evaluates JET's explanatory power in accounting for variations in ITS,

providing insights into the mechanisms through which JE factors influence turnover intentions.

4. **Normative Question (RQ4):** How does a JET-based explanation of ITS among PIEs in life science MNCs inform management practices?

This question focuses on the research findings' practical implications, exploring how a JET-based understanding of ITS can guide HR and management practices and enhance retention strategies.

## 1.6 Dissertation Structure

To meet the research goals and answer the research questions, the remainder of this dissertation is structured as follows:

- **Chapter 2 - Literature Review Methods and Outcomes:** This section describes the literature research method and analyzes the included studies for their type, range, and quality on the evolution of the theory of voluntary turnover, from March and Simon's theory to the most recent developments in employee retention. It critically evaluates extant theoretical explanations of VT, presents the construct of job embeddedness, and ends with a research proposal to address the variation in VT among PIEs.
- **Chapter 3 - Methodology and Method:** This section describes the considerations guiding the selection of the research methodology. The study employs a sequential exploratory mixed methods approach, which involves collecting and analyzing qualitative data in the initial phase. This qualitative phase is the foundation for the subsequent quantitative phase, wherein quantitative data will be collected and analyzed. Integrating findings from both qualitative and quantitative phases will yield



a comprehensive understanding of the factors influencing VT among PIEs.

- **Chapter 4 - Findings:** This section comprehensively analyzes the results of both qualitative and quantitative phases. It first describes the job embeddedness factors identified through qualitative investigation, then assesses their relative importance and inter-group variation derived from quantitative analysis. The qualitative phase of the study discerns key job embeddedness factors influencing the intention to stay among PIEs in the life sciences industry. The subsequent quantitative phase evaluates the relative importance and variation of these identified factors across different sub-groups of PIEs, providing a thorough understanding of the factors influencing voluntary turnover.
- **Chapter 5 - Conclusions:** This section discusses the implications of the findings concerning research goals and questions and the contributions made by this work. It elucidates the explanatory power of Job Embeddedness Theory, highlighting that while JET demonstrates substantial explanatory efficacy, certain JE factors exhibit greater significance than others. It underscores the robust explanatory capacity of JET, notes the consistent nature of JE across various sub-groups, and identifies specific JE factors that influence intention to stay. Then, it provides actionable retention insights into HR practices. This section concludes by acknowledging the limitations of this work and the opportunities for further research.

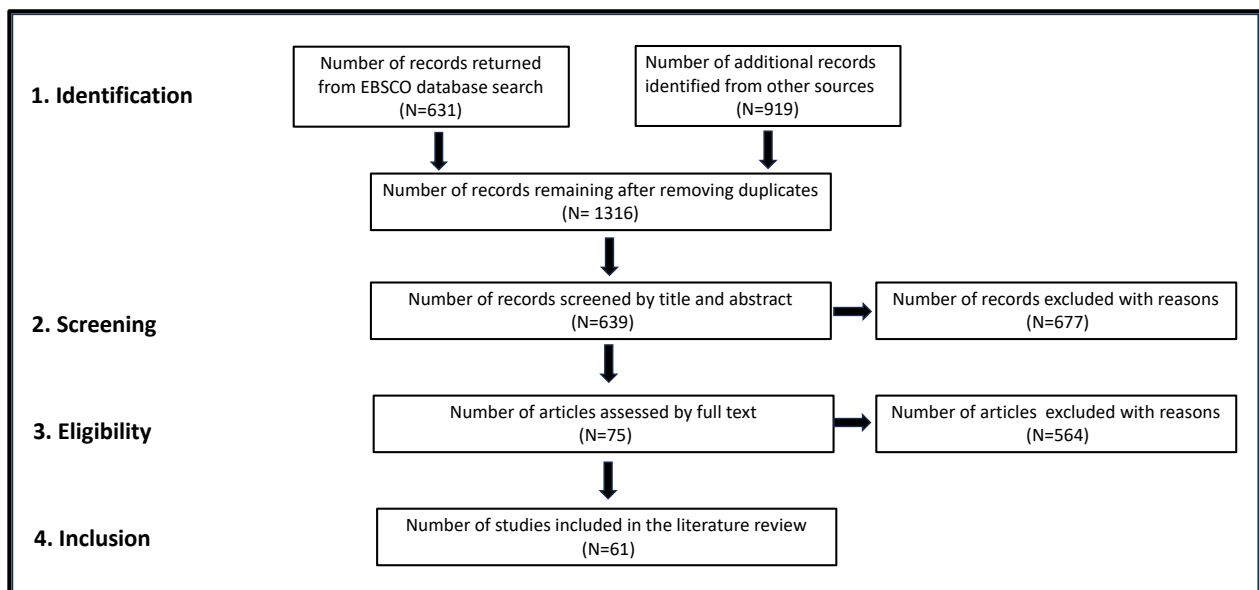
## 2. Literature Review Methods and Outcomes

This section describes the methods used to search the literature – and analyze the studies included for their type, range, and quality – on employee retention, followed by the definition and limitations of the construct of voluntary turnover. It then critically reviews the various theoretical frameworks concerning VT. Subsequently, the rationale behind selecting the theory of job embeddedness (JET) to study the retention of Peripatetic International Executives is presented. The section concludes with the research proposal, delineating the investigation of the applicability of the JET in explaining VT among PIEs in MNCs.

### 2.1 Literature Review Methods

Using the EBSCO host database and Google Scholar engine, search terms associated with employee retention were selected using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analyses) methodology guidelines for literature searches (Mishra & Mishra, 2023) as shown in Figure 1.

**Figure 1: PRISMA Stages**



1. **Identification of articles:** Given the limited literature specifically addressing executive turnover or retention, particularly in the life sciences industry, this review encompasses the turnover phenomenon across employees and organizations in general, using the following combination of alternative terms:

- Voluntary turnover
- Stay intentions
- Leave intentions

The selection criteria were based on when the articles were published (1980 to 2024), their citations (minimum of 100), and where they were published. The studies selected were from the top journals in management and organizational science, which, according to Griffeth et al. (Griffeth et al., 2000), are the following:

- Academy of Management Journal
- Academy of Management Review
- Administration Science Quarterly
- Human Relations
- Journal of Applied Psychology
- Journal of Management
- Journal of Organizational Behavior
- Journal of Occupational Psychology
- Journal of Vocational Behavior
- Management Science
- Organization Science
- Organizational Behavior and Human Decision Processes

- Personnel Psychology
- Strategic Management Journal

The articles selected from the databases were combined into one spreadsheet, and the duplicates were removed. The final number of articles selected was 1,316.

2. **Screening of articles.** In the second stage, the title and abstract were analyzed to determine whether the article contained material that would be relevant to the literature review. The reasons for exclusion were:

- Wrong population/setting (only articles concerning adults working for a for-profit organization were considered)
- Not relevant to the research questions and outcomes (exclusion of articles whose main topics were not directly connected to voluntary turnover or intentions to remain or leave an organization)

The final number of screened articles was 639.

3. **Eligibility of studies:** This research aims to understand the factors influencing the decision to remain or leave an organization from the individual's perspective. Henceforth, articles discussing the following constructs were excluded:

- **Retention Management:** Defined as “the ability to hold onto those employees you want to keep, for longer than your competitors” (Johnson, 2000). This review focuses on understanding executives' subjective interpretations and evaluations of their employment deals, which could guide retention management strategies.
- **Talent Management:** Pandita and Ray (Pandita & Ray, 2018) proposed five talent management stages (talent planning, acquisition, development, retention, and evaluation). While these stages influence practices and employee engagement

initiatives, they cover a broader study area than voluntary turnover.

- **Employee Engagement:** Kahn (Kahn, 1990) proposed that employee engagement involves the meaningfulness of work, social and organizational security, and the availability of variety and distractions to enrich work. This construct refers to organizational actions rather than the psychological factors affecting individual executives.
- **Organizational Culture:** This review assumes that executives in MNCs share similar organizational cultures due to high levels of institutional isomorphism (DiMaggio & Powell, 1983). The interest of this study is understanding why individuals under similar organizational cultures behave differently, not the cultures themselves.

The final number of eligible articles was 61. The following tables group the reviewed papers by different characteristics.

**Table 1 : Document Classification**

<b>DOCUMENT</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
Book	8	13%
Paper	40	66%
Thesis	1	2%
Article	2	3%
Review paper	10	16%
Other	0	0%
<b>Totals:</b>	<b>61</b>	<b>100%</b>

**Table 2: Document Publication Setting**

<b>PUBLICATION SETTING</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
Academic	57	93%
Practitioner	1	2%
Mixed	0	0%
Other	3	5%
<b>Totals:</b>	<b>61</b>	<b>100%</b>

**Table 3: Document Knowledge Type**

<b>PUBLICATION TYPE</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
Theoretical	24	39%
Empirical	16	26%
Mixed	15	25%
Other	6	10%
<b>Totals:</b>	<b>61</b>	<b>100%</b>

**Table 4: Document Methodology**

<b>METHODOLOGY</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
Qualitative	4	7%
Quantitative	24	39%
Mixed	7	11%
N/A	26	43%
<b>Totals:</b>	<b>61</b>	<b>100%</b>

The quality of the articles selected was based on publication type, the number of citations, the screening process, and the variety of the documents' knowledge types and methodologies.

- Inclusion of studies:** To systematically incorporate the different research streams found in the literature review about voluntary turnover, the data about each assessed manuscript were classified according to several criteria: author(s), year of publication, intellectual tradition, thematic focus, document genre, venue of publication, nature of knowledge conveyed, principal arguments, contextual background, methodological approach, and source of publication. After this categorization, critical annotations were incorporated by both the authors under review and the researcher. Several studies (14) in which information and conclusions overlapped with the rest of the sample were excluded.

For illustrative purposes, Appendix I presents an example of the template employed to extract literature.

The studies were arranged chronologically. To limit conceptual duplication effects, the original

authors' most recent statements of models were added, assuming they contained a complete set of their model refinement.

Before presenting the evolution of the construct of voluntary turnover found in the literature, it is necessary to clearly state what this construct describes and its limitations, which is the topic of the following section.

## **2.2. Definition and Limitations of the Voluntary Turnover Construct**

The literature distinguishes voluntary from involuntary turnover. However, it is essential to note that voluntary turnover is a continuous construct, not a binary one, and is challenging to measure. This complexity underscores the need for a more reliably dependent variable for this specific study, such as the construct of intention to stay.

Turnover is not necessarily detrimental to an organization, as exiting underperforming employees can be beneficial (Abelson et al., 1984) (Mcelroy et al., 2001). However, turnover hurts organizational performance (Hancock et al., 2011) (Park & Shaw, 2012). A distinction is generally made between voluntary and involuntary turnover. Shaw and colleagues (Shaw et al., 1998) indicate that “voluntary turnover, or a quit, reflects an employee’s decision to leave an organization, whereas an instance of involuntary turnover, or a discharge, reflects an employer’s decision to terminate the employment relationship.” Thus, the difference resides in the person that initiates the process. Maertz and Campion (Maertz & Campion, 1998) agree with this vision and define VT as “instances wherein management agrees that the employee had the physical opportunity to continue employment with a company at the time of termination, excluding instances of unilateral termination decisions by the employer, such as dismissals for poor performance or layoffs due to workforce reductions.” This definition excludes terminations initiated solely by the employer without the employee’s consent.

However, the dichotomous consideration of the voluntariness dimension fails to entirely capture the complexity of the reasons behind the turnover decision. Specific motivations for leaving, such as resignation due to pregnancy, relocation for a spouse's job, or preemptive resignation in anticipation of likely involuntary termination, embody both voluntariness and involuntariness. Consequently, Maertz and Campion (Maertz & Campion, 1998) advocate measuring turnover voluntariness along a continuum rather than within a binary schema, acknowledging a spectrum ranging from purely voluntary departures to entirely involuntary terminations. Turnover can range from entirely voluntary (e.g. the employee takes a better job) to a mutual agreement (e.g. the employee agrees to quit because of disagreements with management) to completely involuntary (e.g. the organization lays off the employee as part of a reduction in force). Thus, voluntariness is continuous rather than discrete or dichotomous, and explanations of voluntary turnover may be expected to vary accordingly.

In addition to the continuous nature of VT and its value as a dependent variable, VT is complicated by the difficulty of assessing it, which is contingent upon the source of information. Notably, the breadth and depth of reasons for turnover typically captured in exit surveys or documented in personnel files are often limited. The concordance between the reasons provided by departing employees and those recognized by their supervisors could be much higher, with complete agreement reported at merely 25%, despite a higher likelihood of partial agreement on at least one cited reason (68%) (Campion, 1991). This discrepancy raises concerns regarding the reliability and validity of the reasons recorded, further complicated by potential self-serving biases in retrospective accounts. Therefore, the perception of voluntariness is subject to the informant's perspective, whether the employer or the employee, with individual employees potentially perceiving their decision to leave as involuntary due to perceived constraints. The integrity of



turnover data is further questioned due to the potential for human error in its recording. The reliance on archival data in turnover research introduces an indeterminate measurement error (Ilgen, 1977), exacerbated by record-keeping systems that may limit documentation to a single reason for departure, notwithstanding the possibility of multiple contributing factors. For instance, face-saving reasons may be recorded to ease an unpleasant termination (e.g. “quit” rather than “fired”). Alternatively, general categories with little meaning may be overused (e.g. “personal reasons”).

Even the same reasons may be classified differently. Marsh and Mannari (Marsh & Mannari, 1977) described pregnancy as voluntary. In contrast, Mirvis and Lawler (Mirvis & Lawler, 1977) and Waters et al. (Waters et al., 1976) described it as involuntary. Additionally, the classification of turnover reasons can vary, with discrepancies in how similar reasons are categorized across studies, and the degree of agreement between different data sources (e.g. personnel files versus former employee accounts) is not consistently high (Hinrichs, 1975) (Lefkowitz & Katz, 1969). The potential for former employees to misrepresent their reasons for leaving, whether intentionally or not, further complicates the reliability of turnover data.

The analysis of voluntary turnover is also susceptible to methodological pitfalls, such as “data dredging,” where the search for statistically significant patterns may lead to overstated findings and an increased risk of false positives. This issue is particularly prevalent in studies that manipulate predictor-criterion relationships to enhance predictability, with such manipulations often resulting in significant reductions in validity upon cross-validation (Muchinsky, 1978).

In summary, several complexities and limitations are associated with the construct of voluntariness and the challenges in accurately recording and analyzing VT. Steel and Ovalle (Steel & Ovalle, 1984) suggested that ITS, an antecedent of VT, has shown a strong and consistent

correlation with actual turnover behaviors. Research focusing on stay intentions has been noted for its methodological rigor and practical relevance. A comparison between VT and ITS will be discussed at the end of this literature review.

The following section presents the evolution of the VT theory from its early beginnings to the introduction and development of the job embeddedness construct, exploring its implications for understanding and managing employee turnover.

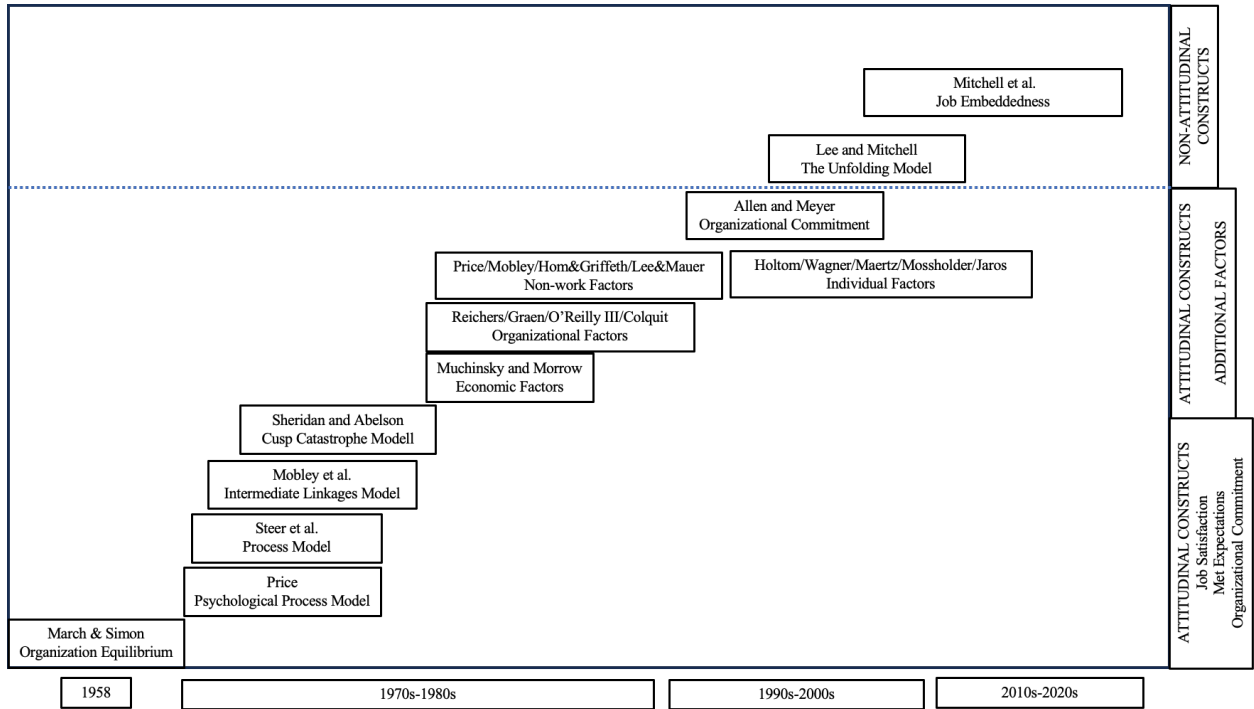
### **2.3 The Evolution of Theories of Voluntary Turnover**

The evolution of theories of VT reflects a growing recognition of the multifaceted nature of employee retention and turnover. While early models focused primarily on job satisfaction and organizational commitment, subsequent research has highlighted the importance of a broader range of factors, including organizational and off-the-job influences. The job embeddedness theory (Mitchell, et al., 2001) represents a significant advancement, not as a replacement for earlier turnover theories, so much as their synthesis, offering a more holistic perspective on the factors contributing to employees' decisions to stay or leave their organizations.

To visually represent this developmental journey, Figure 2 maps out the chronological evolution of the various theories and factors influencing an individual's decision to exit a job voluntarily. Until the end of the 1990s, most of the constructs used were attitudinal, such as job satisfaction, met expectations, and organizational commitment. They suggested that negative attitudes combined with job search predicted leaving (Blau, 1993). The introduction of the unfolding model of turnover theory marks a shift in this evolution, introducing alternative paths that lead to VT. Job embeddedness, a non-attitudinal construct based on this theory, synthesizes most of the previously identified VT determinants and explains significant incremental variance

over and above job satisfaction, organizational commitment, job alternatives, and job search (Mitchell, et al., 2001).

**Figure 2: Theory Development of Voluntary Turnover**



### 2.3.1 March and Simon’s Model of Organizational Equilibrium

March and Simon’s theory (1958), which centered on employee perceptions of desirability and ease of movement, laid the foundational framework for understanding VT (Hom et al., 2017). This theory posited a rational decision-making process where employees weigh their contributions against the inducements offered by the organization. March and Simon conceptualized this decision-making process as a balanced and orderly evaluation, suggesting that employees systematically analyze the costs and benefits of remaining in or leaving their current positions, emphasizing the role of job satisfaction and perceived job alternatives. Their model suggested that employees weigh their current job satisfaction against potential opportunities elsewhere.

Employees are more likely to leave if the alternatives are perceived as more attractive. March and Simon's Organizational Equilibrium Theory indicates that employee movement desirability and perceived mobility are the most important theoretical precursor variables for turnover behavior.

March and Simon's (1958) inaugural voluntary turnover theory was a paradigmatic shift away from the prior stream of primarily atheoretical research. However, this revolution was delayed until publications by Mobley (Mobley et al., 1978) and Price (Price, J. L., 1977), who adopted March and Simon's (1958) central constructs—movement desirability and ease (defining them as job satisfaction and perceived job opportunities, respectively)—as cornerstones for more complex turnover models (Hom, et al., 2017). These models are discussed in the following section.

### **2.3.2 Attitudinal Turnover Models**

The job attitude model concept, a dominant force in classic mainstream research for over 70 years, has significantly influenced the traditional research model based on job attitude. This model has been a key external influencing factor (Xie, 2003; Lee et al., 2004). It defines the ease of perceived mobility by individuals as the number of selectable job opportunities or the actual unemployment rate level.

Classic turnover models based on job attitude are constructed based on a psychological process. They focused their research on the mutual relations of employee turnover behavior, including job satisfaction, met expectations, and organizational commitment. They expanded their substructure variables as the mediator variables, generating various representative organizational employee voluntary models in different periods.

These attitudinal models are not isolated in their conceptualization but instead reflect the influence of preceding theories and their architects, and their interdependence underscores the cumulative nature of knowledge development within VT research:

1. **Psychological Process Model.** Price (Price, J. L., 1977) introduced the psychological process model, with job satisfaction as the direct mediator for employee voluntary turnover. Job satisfaction, a central component of this model, refers to how employees feel content with their roles, responsibilities, and work environment. Higher job satisfaction generally leads to lower turnover rates. Price's model posits that individual factors (job satisfaction, organizational commitment, and personal characteristics), environmental factors (labor market conditions, economic conditions, and social support), and organizational factors (work environment, job characteristics, rewards, and organizational support) collectively influence an employee's job satisfaction and organizational commitment, which in turn affect their intention to leave. The model suggests a causal pathway where individual, organizational, and environmental factors act as antecedents, influencing job satisfaction and organizational commitment.
2. **Process Model.** Steers et al. (1979) advanced a sophisticated 13-stage model that expanded on March and Simon's conceptualization by incorporating various antecedents, including individual expectations, job experiences, affective responses, and the influence of non-work-related factors. Steers et al. emphasized the processual nature of turnover, suggesting that employees navigate through a series of stages—from initial dissatisfaction to the eventual decision to leave—mediated by the search for and evaluation of alternatives. This model included antecedents of turnover variables such as individual expectations, job experiences, affective responses to jobs, non-work-related influences, intention to stay, search for alternatives, and availability of alternatives. A subsequent model added available information about the prospective job and organization, job performance level as a factor in affective responses to the job,

and non-work factors that could influence the desire to leave (Steers et al., 1979). This model introduced new factors that could ameliorate withdrawal/turnover behavior. For instance, employees might attempt to change their situation or work environment when dissatisfied. Alternatively, employees could also generate accommodation processes to remain in a negative situation.

3. **Intermediate Linkages Model.** Mobley et al. (Mobley et al., 1978) introduced their intermediate linkages model, a comprehensive process model focusing on the pivotal role of intentions (i.e. intention to search, intention to quit) as immediate precursors to turnover. This model provides a detailed process-oriented approach to understanding the cognitive and behavioral steps (linkages) that lead an employee to leave an organization voluntarily. These steps are: job dissatisfaction, thoughts of quitting, evaluations of expected utility of search and cost of quitting, intention to search for alternatives, search for alternatives, evaluation of alternatives, comparisons of alternatives with current job, intention to quit, decision to quit, and actual turnover. Mobley's model refined the link between job satisfaction and turnover, proposing a sequence of withdrawal cognitions and job-search behaviors that mediate this relationship.

This approach provides a more nuanced understanding of the psychological process underlying turnover. It suggests that dissatisfaction prompts cognitive evaluation of alternatives, culminating in the decision to leave if alternatives are deemed superior.

4. **Cusp-Catastrophe Model.** Sheridan and Abelson (1983) introduced the concept of "cusp-catastrophe," which regards job satisfaction as the key measuring indicator and did not treat turnover as a process of continuous psychological changes. Unlike

traditional linear models, this model employs catastrophe theory—a branch of bifurcation theory in mathematics—to explain sudden and dramatic changes in employee behavior, specifically turnover. Their model incorporated two withdrawal determinants, job satisfaction and job tension, defining a *two-dimensional control surface* with withdrawal behavior as a third vertical axis. The cusp-catastrophe model suggests that the relationship between job satisfaction, job tension, and turnover intention is nonlinear and can be represented by a cusp-shaped surface with three distinct regions: a stable region where changes in job satisfaction or job tension can lead to gradual and predictable changes in turnover behaviors, a bifurcation region where small changes can lead to dramatic shifts in turnover intentions and an unstable region where changes have less impact because the decision to leave has already been made. The model made some unique predictions and suggested, for example, that employees with dissimilar commitment and tension levels may exhibit the same withdrawal behavior. It was seen as “a provocative divergence from traditional linear thinking and was the first to model turnover as a dynamic process” (Hom & Griffeth, 1995). However, little subsequent research directly tested these ideas (Holtom et al., 2008).

Over time, closer attention was placed to aggregating the different turnover antecedents. March and Simon’s perceived desirability of movement equated with job satisfaction alone and the perceived ease of movement with perceived job alternatives. People leave if they are unhappy with their jobs and job alternatives are available. Thus, the traditional attitudinal constructs of job satisfaction and alternatives served as the significant conceptual underpinning for much of the

literature on employee turnover (Hulin et al., 1985). Turnover models until the end of the last century included the two most frequently tested attitudinal constructs: job satisfaction and organizational commitment (Griffeth et al., 2000). These constructs and the construct of met expectations are discussed in the following section.

### **2.3.3 Attitudinal Turnover Constructs**

Integrating psychological mechanisms into the attitudinal models has provided a richer understanding of the turnover process. Exploring these mechanisms underscores the complexity of the turnover decision, where external factors and internal cognitive and emotional evaluations play a critical role. Among these, job satisfaction, met expectations, and organizational commitment emerge as central elements, serving as critical antecedents to withdrawal cognitions and job search behaviors:

1. **Job Satisfaction**, recognized as the most frequently studied variable in organizational research (Spector, 1997), offers profound insight into these internal processes. Studies consistently demonstrate a moderate yet persistent link between higher levels of job satisfaction and an increased likelihood of remaining within an organization (Porter et al., 1973). This relationship underscores the power of aligning employee expectations with their actual job experiences to foster organizational loyalty and reduce turnover rates.

Job satisfaction is the affective or attitudinal reaction to the job (Spector, 1985). The extent to which employees like their work is determined by five factors (pay, integration, instrumental communication, formal communication, and centralization). A 36-item job satisfaction survey developed and validated by Spector in 1994, assessing satisfaction with various job elements (e.g. pay, supervisor, work,



promotional opportunities), is included in Appendix II. Job satisfaction as a predictor of turnover decreased with time, and other factors, such as met expectations and organizational commitment, became more critical (Porter et al., 1974a) (Rusbult & Farrell, 1983).

2. **Met expectation**, introduced by Porter and Steers (Porter & Steers, 1973), plays a significant role in shaping employee satisfaction and, by extension, their stay or leave decisions. This notion highlights the critical role of initial expectations in the turnover process. According to Porter and Steers, when employees join an organization, they come with expectations about what the job will be like. These expectations are formed based on various sources, such as job advertisements, interviews, previous job experiences, and information from current employees. The theory posits that employees form expectations about their jobs before they start. After they experience the reality of the job, they compare their initial expectations with their actual job experiences. Employees will likely be satisfied if the job meets or exceeds their expectations. Conversely, they will be dissatisfied if the job falls short of their expectations. The theory suggests that unmet expectations can lead to job dissatisfaction, resulting in higher turnover rates. Employees who find their job does not meet their expectations may become disengaged, less productive, and more likely to leave the organization. Conversely, when expectations are met or exceeded, employees are more likely to be satisfied, engaged, and committed to the organization.
3. **Organizational commitment**. Introduced by Porter et al. (Porter et al., 1974), is the strength of an individual's identification with and involvement in a particular organization, focusing on the employee's loyalty to their employer (Price, James L.,

2001). It represented a related but global evaluative linkage between the employee and the organization, including job satisfaction among its specific components. It discriminated better between stayers and leavers than the various job satisfaction components (Porter et al., 1974). At least three factors could generally characterize organizational commitment:

- A strong belief in an acceptance of the organization's goals and values
- A willingness to exert considerable effort on behalf of the organization
- A definite desire to maintain membership of the organization

Under certain circumstances, measures of organizational commitment might be more effective predictors of turnover than job satisfaction. For example, while the individual might be dissatisfied with their pay or supervisor, a high commitment to the organization and its goals might override dissatisfaction in continuing to participate. In other cases—for example, where money was significant to an employee and where he or she was dissatisfied with the salary—satisfaction with various aspects of the job might take precedence over commitment in the decision to participate.

Although job satisfaction and organizational commitment were among the most used predictors of turnover and turnover intentions, they explained a minimal variance in turnover behaviors. Work attitudes such as global satisfaction, facet satisfaction, and organizational commitment have demonstrated moderate negative correlations with turnover (Cotton & Tuttle, 1986). The number, certainty, or quality of perceived alternative opportunities have demonstrated consistent positive relationships to turnover, although small in magnitude. Moreover, the empirical evidence indicated a modest relationship between levels of satisfaction and turnover and an

inconsistent relationship between the perceived number and type of alternatives and turnover (Hom et al., 1991).

Subsequent researchers, recognizing the limitations of the attitudinal constructs, have sought to expand upon March and Simon's foundational efforts by incorporating various influences on the theory of VT, including economic, organizational, non-work-related, and individual factors.

### **2.3.4 Additional Factors Influencing Voluntary Turnover**

Job satisfaction and organizational commitment were the most widely used predictors but only explained a minimal variance in turnover. They overlook off-the-job factors and do not explain why people leave. Several researchers started to focus on individual and perceptual variables that could increase the variance in turnover behaviors:

1. **Economic factors.** Muchinsky and Morrow (Muchinsky & Morrow, 1980) underscored the role of economic opportunity, individual characteristics, and work-related factors in turnover determinants. They argued that economic conditions, mainly local and national unemployment rates, profoundly influence turnover decisions. Their research revealed that economic factors were a crucial moderator in the relationship between job satisfaction and turnover. In economic prosperity, dissatisfied employees were more likely to leave, thereby strengthening the satisfaction-turnover correlation.
2. **Organizational factors.** Reichers (Reichers, 1985) emphasized the role of organizational factors, such as organizational culture and support, in reducing turnover intentions. Reichers expanded the traditional understanding of organizational commitment by focusing on the attachments employees form with unions, teams, coworkers, and other internal groups. These relationships could foster a more profound psychological attachment to the organization, reducing turnover intentions. Further

research confirmed the importance of the organizational factors: Graen et al. (Graen et al., 1982) highlighted the significance of the leader-subordinate relationship, positing that leader-member exchange was a more effective predictor of turnover than general leadership styles, accounting for a substantial variance in turnover intentions. O'Reilly III et al. (O'Reilly III et al., 1991) demonstrated the predictive power of person-organization fit, showing that alignment between individual preferences and organizational cultures could significantly predict job satisfaction, organizational commitment, and actual turnover. They also emphasized the need for congruence in values for retention. Colquitt et al. (Colquitt et al., 2001) underscored the importance of overall justice perceptions, including procedural, interactional, and distributive justice, in understanding employee satisfaction, commitment, and subsequent turnover behaviors.

3. **Non-work-related factors.** Mobley et al. (Mobley et al., 1979) recognized the potential moderating effects of non-work values on the turnover process. They posited that the impact of job satisfaction and organizational attraction on turnover intentions could be diminished by the centrality of non-work values and the perceived non-work consequences of quitting. Other early models by Price and Mueller (Price, James L. & Mueller, 1981) and Steers et al. (Steers et al., 1979) also hinted at the influence of non-work factors, but still needed to integrate these into the turnover process fully. Subsequent research began to fill this gap, offering a more holistic view of the determinants of turnover. Mobley et al. (Mobley et al., 1979) and Hom and Griffeth (Hom & Griffeth, 1991) introduced the concept of normative pressures, where the psychological influence of friends and family plays a crucial role in an employee's

decision to stay or leave. Such pressures reflected the individual's desire to meet the expectations of their social circle, thereby impacting turnover intentions. Lee and Maurer (Lee & Maurer, 1999) emphasized the role of off-the-job factors, such as family responsibilities and community ties, in employees' decisions to stay or leave. Their findings indicated that having an employed spouse and a more significant number of dependents at home are more predictive of turnover than organizational commitment alone.

4. **Individual factors.** Holtom et al. (Holtom et al., 2008) revealed that the correlation between turnover intentions and actual turnover was more pronounced among employees with specific psychological traits, such as low self-monitoring, risk aversion, and an internal locus of control, suggesting that individual predispositions play a crucial role in turnover decisions. Barrick and Zimmerman (Barrick & Zimmerman, 2005) examined biodata and work-related dispositions, demonstrating the predictive power of self-confidence and decisiveness in forecasting turnover, even before employment. Wagner et al. (Wagner et al., 1984) introduced the concept of organizational demography, illustrating that employees with similar ages and organizational entry dates formed stronger social ties and exhibited lower turnover intentions. This finding highlighted the importance of demographic alignment in fostering organizational cohesion and reducing turnover. These findings advocated for the predictive screening of potential hires based on dispositional traits. Maertz Jr and Campion (Maertz Jr & Campion, 2004) and Mossholder et al. (Mossholder et al., 2005) differentiated among types of quitters (impulsive, comparison, preplanned, and conditional) and mapped out the motivational forces driving turnover decisions. The

diversity in motivational forces underscored the complexity of turnover intentions and the inadequacy of one-size-fits-all retention strategies. Jackson et al. (Jackson et al., 1986) identified emotional exhaustion and job insecurity as significant predictors of turnover intentions. These factors underscored the psychological toll of workplace stressors on employee retention, suggesting that stress management and job security are critical areas for intervention. Jaros et al. (Jaros et al., 2017) found that moral attachment, or the internalized value of staying in a job, negatively correlates with turnover intentions, highlighting the role of personal values in retention.

In conclusion, a comprehensive understanding of turnover determinants necessitates a holistic approach. This approach should consider not only traditional attitudinal constructs like job satisfaction and organizational commitment, but also external economic factors, social influences, internal organizational dynamics, and individual characteristics. Allen and Meyer's (Allen & Meyer, 1990) three-component model of organizational commitment represents a significant advancement in the conceptualization of the turnover theory, as it encompasses several of these factors.

### **2.3.5 Further Expansion on Attitudinal Constructs – Organizational Commitment**

Allen and Meyer's model of organizational commitment (Allen & Meyer, 1990) proposes a multifaceted approach incorporating affective, continuance, and normative commitments, enriching the understanding of employee commitment and retention:

1. The affective commitment dimension refers to an employee's emotional attachment and identification with their organization, significantly influencing their decision to stay. Employees with high affective commitment remain with the organization because

- they want to, driven by a strong emotional bond and alignment with its values and goals.
2. The continuance commitment dimension relates to the perceived costs of leaving the organization. Employees with high continuance commitment stay because they need to, often due to financial reasons, lack of alternative job opportunities, or the perceived loss of accumulated benefits and investments in the current organization.
  3. The normative commitment dimension involves a sense of obligation to remain with the organization. Employees with high normative commitment stay because they feel they ought to, driven by a sense of duty, loyalty, or moral obligation.

While job satisfaction is essential in understanding voluntary turnover, the organizational commitment literature enriches this perspective by highlighting the critical role of employees' feelings towards their firm and tangentially incorporating some economic, individual, organizational, and non-work-related factors into a single construct. The scholarly exploration into the dynamics of voluntary turnover has prominently featured not only job satisfaction but also organizational commitment as central predictors.

However, despite their widespread use and intuitive appeal as determinants of an employee's decision to stay with or leave an organization, research indicates that these significant constructs account for a minimal variance in turnover outcomes:

- In their quantitative reviews, Hom and Griffeth (1995) and Griffeth and colleagues (2000) reported that attitudinal variables such as job satisfaction and organizational commitment control only about 4 to 5 percent of the variance in turnover. This revelation underscores the complexity of turnover phenomena and suggests the presence of additional, perhaps more nuanced, factors that influence an employee's

decision-making process regarding their employment continuity.

- Work attitudes such as global satisfaction and organizational commitment have demonstrated moderate negative correlations with turnover (Cotton & Tuttle, 1986). The number, certainty, or quality of perceived alternative opportunities have demonstrated consistent positive relationships to turnover, although small in magnitude. Moreover, the empirical evidence indicated a modest relationship between levels of satisfaction and turnover and an inconsistent relationship between the perceived number and type of alternatives and turnover (Hom et al., 1991).

Maertz and Campion (1998) suggested that future studies should simultaneously consider all the psychological forces that may impact the turnover decision to increase understanding of different types of turnover decisions. This approach highlights the need for a more comprehensive understanding of turnover dynamics, incorporating the reasons for leaving and staying, including those that may not be attitudinal.

### **2.3.6 Challenging Traditional Views – The Unfolding Theory of Voluntary Turnover**

Studies by Hom and Griffeth (1995) and Griffeth, Hom, and Gaertner (2000) challenged the traditional view that job satisfaction and organizational commitment are the primary determinants of turnover. Their research showed that these work attitudes play a relatively minor role in employee retention and leaving. Additionally, Campion (1991) found that negative attitudes or job search behaviors are not always associated with actual turnover, suggesting that other factors are at play. Lee and Mitchell (Lee et al., 1994) introduced the unfolding model of turnover, which posits that factors beyond the conventional predictors can precipitate the decision to leave an organization. This model integrates shocks, scripts, image violations, job satisfaction, and job



search activities, offering a nuanced understanding of the turnover process that neither static nor dynamic perspectives of previous models fully capture. The model components are:

1. **Shocks:** Defined as specific, startling events that trigger the contemplation of leaving, shocks catalyze the psychological processes underlying turnover decisions.
2. **Scripts:** Preconceived action plans or exit strategies that individuals may activate upon experiencing a shock. Scripts provide a mental roadmap for employees, guiding their decision-making when contemplating leaving an organization.
3. **Image violations:** Occur when there is a misalignment between an individual's values, goals, and strategies and those of the organization or those revealed by the shock. This misalignment can lead to cognitive dissonance, prompting the individual to consider leaving.
4. **Job Satisfaction:** Over time, the diminishing returns in intellectual, emotional, or financial benefits contribute to lower job satisfaction levels. While traditional models emphasize job dissatisfaction as a primary driver of turnover, the unfolding model considers it one of several factors.
5. **Job Search:** Involves the process of seeking out alternative employment opportunities and evaluating these alternatives. The unfolding model acknowledges that job search activities can be both a cause and a consequence of turnover intentions.

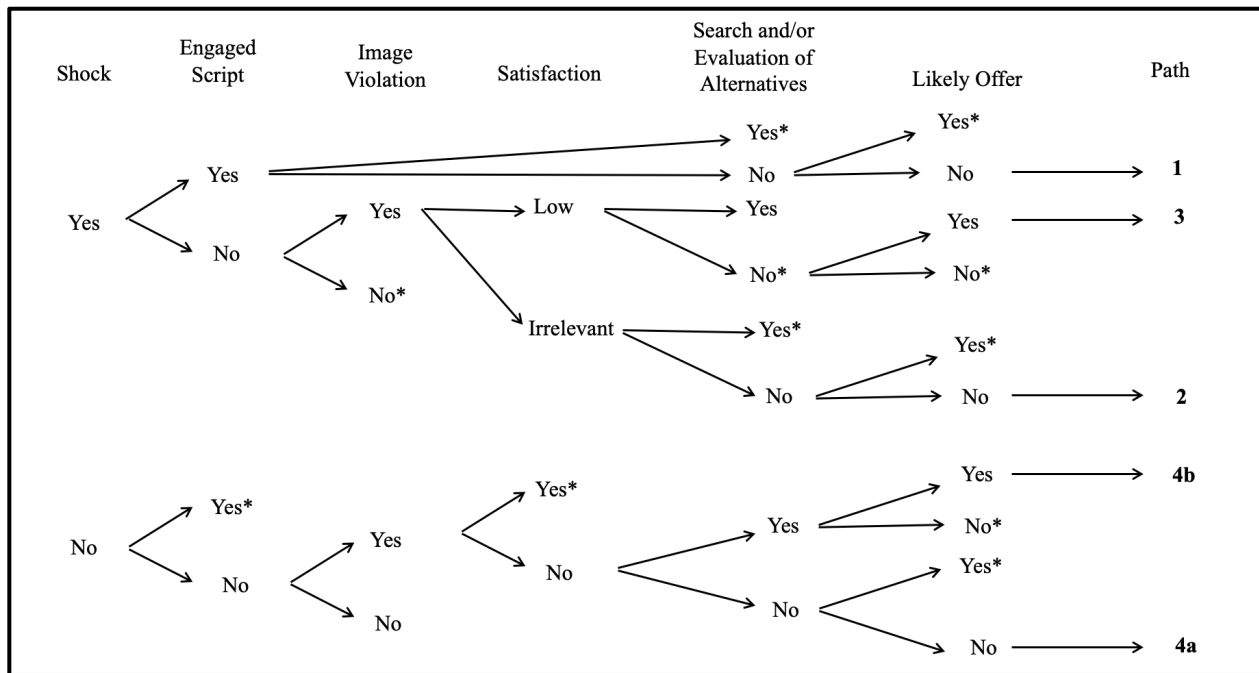
Figure 3 depicts the unfolding model's four theorized paths (Lee, W. et al., 1990). In path 1, a shock triggers the enactment of a preexisting action plan or script. The person who has experienced the shock leaves without considering his or her current attachment to the organization and without considering alternatives. Moreover, levels of job satisfaction are essentially irrelevant in path 1. In

path 2, a shock prompts the person to reconsider her or his organizational attachment because image violations have occurred. After completing these deliberations, the person leaves without a search for alternatives. In path 3, a shock produces image violations that, in turn, initiate the person's evaluation of both the current job and various alternatives; thus, in path 3, leaving typically includes search and evaluation. With path 4, lower levels of job satisfaction are the precipitator instead of a shock. In path 4a, lower satisfaction levels become so salient that people leave without considering alternatives. However, in path 4b, these lower levels explicitly lead to job search and subsequent evaluation of alternatives. The other possible routes, identified in Figure 3 by asterisks, do not define paths 1-4b and constitute potential falsifications of the unfolding model; these routes are ways that people could leave organizations that would not fall into one of the unfolding model's paths.

Path 4b represents the process suggested by most turnover theories, whereby people leave because of lower levels of job satisfaction, but only after they have engaged in searching for, evaluating, and selecting alternative jobs; this outline constitutes a very rational choice process. In the unfolding model, the other paths suggest ways that people leave that have not typically been discussed in the literature. First, three paths (1, 2, and 3) are initiated by a distinct, jarring, and recognizable event—a shock. Second, the processes described in three paths (1, 2, and 4a) do not involve searching or comparing current and alternative jobs. Third, in one path (1), people leave by following a scripted behavioral sequence. The descriptions of these paths (and their combinations of psychological events and behaviors) are new to turnover research. Theoretically, the paths suggest that leaving is far more complex than it has typically been. In particular, the model suggests that variables other than lower satisfaction levels can prompt leaving a job. For instance, the content of various jarring events (shocks) may help explain who leaves, how quickly

they leave, and why they leave.

**Figure 3: The Unfolding Model of Voluntary Turnover**



The unfolding model’s delineation of those five distinct exit paths offers a sophisticated understanding of the turnover process, challenging the traditional emphasis on job dissatisfaction. Empirical tests of the model (Lee et al., 1999) have demonstrated its efficacy in explaining up to 91% of turnover cases in a sample, underscoring the model’s comprehensive explanatory power. Notably, the model highlights the significance of shocks as an initiating event in the turnover process, thereby introducing a novel perspective on turnover triggers.

Understanding the role of shocks in initiating the turnover process offers organizations a new tool for managing and mitigating turnover. The unfolding model suggests that interventions aimed at addressing the immediate aftermath of shocks, aligning individual and organizational values, and enhancing job satisfaction could be effective strategies for retention. Furthermore, recognizing that the causes of turnover may extend beyond job dissatisfaction to include non-predictable events (e.g. shocks) and off-the-job factors (e.g. a spouse’s relocation) broadens the scope for

organizational interventions.

The following section introduces the job embeddedness construct, describing its definition, limitations, and further developments and applications.

## **2.4 Job Embeddedness**

In response to the limitations of traditional turnover models, Mitchell et al. (Mitchell et al., 2001) focused less on affect or affect-saturated constructs (e.g. satisfaction, commitment, or involvement) and more on contextual influences that affect staying. They introduced the construct of job embeddedness (JE), which incorporates the theory of shocks and includes most factors affecting job satisfaction and organizational commitment. Mitchell et al. (2001) posited that VT is influenced not only by organizational and individual factors but also by specific events or “shocks” that precipitate leaving rather than a relative negative attitude. Some individuals leave their jobs quickly with little cognitive effort. These researchers argue that, if an individual is multiply attached to an organization, these multiple attachments can act as a buffer against the decision to leave, even when shocks occur. Therefore, individuals with high JE will likely stay in the organization, even in a less satisfactory working environment. In summary, the more embedded employees are, the less likely they are to leave their jobs. JE captures the complexity of turnover decisions by considering the interplay of various factors that anchor employees to their jobs. It provides a more comprehensive understanding of why employees stay, demonstrating new and meaningful variance in turnover that goes beyond traditional predictors (Hom, et al., 2017).

JE is not a replacement for earlier theories, nor does it cover every moderator or antecedent identified in the evolution of the VT theory development. It synthesizes those theories, which explains variance in VT over and above most of the previous attitudinal constructs. Mitchell et

al.'s seminal study demonstrated that job embeddedness improves the prediction of VT over and above that which is accounted for by job satisfaction, organizational commitment, perceived alternatives, and job search. Crossley et al. (Crossley et al., 2007) provided additional evidence for the convergent and discriminant validity of the job embeddedness measure. Similarly, studies by Lee et al. (Lee et al., 2004), Cunningham et al. (Cunningham et al., 2005), and Mallol et al. (Mallol et al., 2007) showed that job embeddedness predicted turnover over and above job satisfaction and organizational commitment.

#### **2.4.1 Theoretical Foundations and Inspirations of Job Embeddedness Theory**

The Job Embeddedness Theory is a human-centric concept that considers the extent to which employees feel connected to their jobs and organizations. It encompasses factors such as fit, links, and sacrifice, providing a more comprehensive view of the factors influencing turnover. JET diverges from traditional models, focusing primarily on job satisfaction and organizational commitment. The foundational theories and research that inspired JET include:

1. **Embedded Figures:** Mitchell and Lee (Mitchell et al., 2001) drew inspiration from the concept of embedded figures in psychological testing, where figures are integrated into their backgrounds, making them difficult to separate. This concept is metaphorically applied to employees who become deeply integrated into their organizational and community contexts.
2. **Kurt Lewin's Field Theory:** Lewin (1951) proposed that individuals are enmeshed in a network of forces and connections within their perceptual life space. This theory aligns with JET's perspective that employees are embedded in a web of connections that influence their attachment to the organization.
3. **Unfolding Model of Turnover:** The unfolding turnover model (Lee et al., 1999) further

informed the JET by illustrating that employees often leave their jobs not due to dissatisfaction but because of precipitating events or “shocks.” This model underscores the importance of considering work-related and off-the-job factors, such as family needs or personal events, broadening the researcher’s perspective in understanding turnover.

4. **Influence of Non-Work Factors:** Empirical research has underscored the significance of non-work factors in employee retention. Early turnover models (Steers et al., 1979), (Mobley, William H., 1982), and (Price et al., 1981) acknowledged the role of family attachments and work-family conflicts. More recent studies have explored the spillover effects between family and work life, demonstrating how non-work commitments influence job attitudes and attachment (Cohen, 1995) (Lee et al., 1999).
5. **Constituent Commitments:** The JET also incorporates the concept of constituent commitments (Reichers, 1985), which refers to attachments formed through involvement in work-related groups, such as teams or unions. These commitments highlight the organizational and social inducements to stay beyond personal job satisfaction or organizational commitment.

By integrating these diverse theoretical perspectives, JET offers a comprehensive framework for examining the multifaceted nature of employee attachment to organizations. Unlike traditional turnover models, JET considers a broad spectrum of factors, both within and outside the workplace, contributing to employee retention.

#### **2.4.2 Organizational and Community Factors Affecting Job Embeddedness**

JE is a “mediating construct” between an individual’s work and personal life, specific on-the-job and off-the-job factors, and employee retention (Reitz & Anderson, 2011). This construct has been operationalized as a composite of two mid-level subfactors: on-the-job and off-the-job

embeddedness (Mitchell et al., 2001). On-the-job embeddedness refers to how enmeshed a person is in their work organization. In contrast, off-the-job embeddedness relates to how entrenched a person is in their community. Each of these forms of embeddedness is represented by three underlying facets: links, fit, and sacrifice:

1. **Links:** Formal or informal connections between a person and their institution or other people. Embeddedness suggests that several strands connect an employee and their family in a social, psychological, and financial web that includes work and non-work friends, groups, the community, and the physical environment in which they live. The more links between the person and the web, the more they are bound to a job and organization.
2. **Fit:** Defined as an employee's perceived compatibility or comfort with an organization and his or her environment. An employee's values, career goals, and plans for the future must fit with the larger corporate culture and the demands of their immediate job. Additionally, a person will consider how well they fit the community and surrounding environment.
3. **Sacrifice:** Perceived cost of material or psychological benefits that may be forfeited by leaving a job, such as non-portable benefits like stock options or defined benefit pensions, job stability, and advancement opportunities.

### **2.4.3 Job Embeddedness Measurement**

There are two approaches to assessing employee embeddedness in their job and community. Each approach has unique strengths and limitations, and the choice between them depends on the specific needs and context of the assessment.

#### **2.4.3.1 Composite Measure – Methods and Limitations**

Mitchell et al. (Mitchell et al., 2001) developed a 40-item scale that measures the six dimensions of JE. Some items were anchored by a 7-point Likert-type scale from 1 (strongly

disagree) to 7 (strongly agree), whereas others had yes, no, or fill-in-the-blank response options. The mean of all the items in a particular dimension represented the final score for that dimension. Henceforth, this composite measure of job embeddedness is formed when one adds together equally weighted facets, assuming that the whole equals the sum of its parts. Appendix III includes the list of items.

The indicators are causes of embeddedness and not reflections, i.e. they are formative rather than reflective. Thus, its indicators form or induce JE (i.e. the items cause JE but not the reverse). Items under each dimension aggregate to form the dimensions, which, in turn, combine to become JE. In practice, they created an average composite variable for each dimension and an aggregate measure of embeddedness by computing the mean of the six dimensions (a mean of means).

The composite measure of JE presents the following theoretical, practical, and statistical limitations:

1. **Theoretical limitations:** Composites may omit important areas or include non-relevant ones. Combining scales in an additive fashion may ignore individuals' unique importance on different facets when forming a summary perception (Rice et al., 1991).
2. **Practical limitations:** Despite its comprehensive nature, the composite measure has challenges. Personal questions could be perceived as an intrusion of privacy, and the length of the measure might induce respondent fatigue and lead to acquiescent responses (Hinkin & Tracey, 2000). These practical implications should be considered when implementing the composite measure.
3. **Statistical limitations:** A mixed measure of reflective items, which elicit responses based on the same underlying latent construct, and formative items, which constitute or cause the



construct, can lead to singularity problems. Including both facets and their summative composite can result in redundancy between higher-level and lower-level variables (Harvey et al., 1985).

**2.4.3.2 Global Measure – Methods and Limitations**

Crossley et al. (2007) developed a seven-item global measure of job embeddedness to address some of the shortcomings of the original composite measure. On a 5-point scale (5=strongly agree), individuals are asked to indicate their level of agreement with each item (Table 5).

Unlike the composite measure, the global measure is based on a reflective, rather than formative, measurement model. Furthermore, the authors made no distinction between work-related and non-work-related factors or between links, fit, and sacrifice. The items assess general rather than specific attachments and capture unique weightings an individual may place on different facets forming a perception.

**Table 5: Global Job Embeddedness Items**

I feel attached to this organization.
It would be difficult for me to leave this organization
I am too caught up in this organization to leave
I feel tied to this organization
I simply could not leave the organization that I work for
It would be easy for me to leave this organization
I am tightly connected to this organization

The global measure, which assumes that the whole is greater than the sum of its parts, offers unique strengths. It assesses overall impressions of attachment by asking general questions

(respondents may incorporate additional relevant information) about how enmeshed people are in their jobs, regardless of personal reasons. A global measure integrates only those recognized factors essential to form an overall impression of how embedded a person feels (phenomenal field, reflecting the sum of all recognized forces binding one to one's job).

According to the authors, a global measure is preferred over a composite one because perceptions significantly influence discretionary behaviors more than their objective counterparts. Furthermore, based on the notion that global measures include synergies between facets captured by subjective weightings to create a whole that is greater than the sum of its parts, global perceptions of the job embeddedness seem to predict unique variance in intention to search, intention to quit, and turnover beyond composite job embeddedness (Crossley et al., 2007). Thus, encouraging global measures (i.e. encompassing single-item indicators) for each facet addresses some of the shortcomings of the original composite measure (Cunningham et al., 2005).

There are also some significant statistical advantages of using a global measure. The hypothesized direction of causality flows from the latent construct to the items (reflective instead of formative measurement model), which is a key advantage. Additionally, the composite measure wrongly assumes complete coverage (even though there is no mention of other JE factors like, for instance, the impact of leadership).

The global measure is useful when survey length is a concern. In the case of the composite measure, the consequence of dropping a formative indicator for a measurement model opportunity is much more damaging than the consequence of dropping a reflective indicator (MacKenzie et al., 2005).

There are some cases where, according to the literature, the composite measure is preferred. Thus, the choice of measures is best made for the particular study, emphasizing the importance of

context (Crossley et al., 2007):

1. With the adjustments of adding leadership items and removing the formative factors, composite measurement is better if it aims to explore the association between the components of JE and outcomes.
2. The composite measure's more contextual nature may help reduce concerns of percept-percept inflation in the self-report across sectional studies.
3. Composite measure emphasizes cognitive content of specific facets (non-attitudinal) and does not mix emotional and attitudinal components.

In conclusion, the literature offers two views on measuring JE: composite and global. Both measurements of JE have strengths and limitations. The choice between them depends on the specific needs and context of the assessment. The global measurement is advantageous for a quick, broad understanding; however, for detailed insights and targeted interventions, the composite measurement provides a more nuanced and actionable understanding of JE.

#### **2.4.4 Family Embeddedness: Influence of Family on Turnover Decisions**

One of the critical aspects of attachment that the current job embeddedness construct does not address is the role of the family in an individual's turnover decision. Various research streams have pointed to the normative pressure to stay in a job, which can stem from family, work team members, and other colleagues (Maertz et al., 1996), (Prestholdt et al., 1987). O'Reilly III et al. (O'Reilly III et al., 1989) described "social integration" as the at-work part of the linking process. Abelson et al. (Abelson et al., 1987) assessed variables related to both on- and off-the-job links, finding that being older, being married, having more tenure, and having children requiring care were all associated with an employee's being more likely to stay than to leave. Leaving their jobs

and perhaps their homes can sever or require rearranging some of these links. Mallol et al. (Mallol et al., 2007) suggested that researchers' understanding of turnover in a collectivistic culture could be enhanced by focusing on normative expectations from the family since, in those cultures, the importance of family opinions in individual decisions is high. Even in individualistic cultures like the United States, extensive research on American expatriates has identified family opinions about turnover intentions (Bhaskar-Shrinivas et al., 2005). Many turnover researchers over the years have suggested that family can have a significant impact on employee turnover (Simon, 1958), (Mobley et al., 1982), and (Lee et al., 1999). These findings underscore the importance of considering the role of family in turnover decisions, as it can significantly influence an individual's decision to stay or leave a job.

Three new family dimensions were created to capture this construct: family links (how well family members are connected to the organization), family fit (family perception of how well the organization fits the employee), and family sacrifice (what the family will need to give up if they move). Ramesh and Gelfand (Ramesh & Gelfand, 2010) and Eflina (Eflina, 2015) studied the moderating effects of family embeddedness on the relationship between employee embeddedness and turnover intentions.

#### **2.4.5 Future Extensions of Job Embeddedness**

The theory of job embeddedness has significantly contributed to understanding employee retention by highlighting the factors that keep employees attached to their jobs and communities. However, there are some areas regarding individual and contextual factors that need further development.

1. **Individual factors:** The current operationalization of job embeddedness combines each item and six dimensions using equal weights. However, the number and strength

of one's relationships with other entities in the network may differ from person to person. People may have the same JE score, but the formation structure for JE can differ. For example, people with a high need for achievement may attribute high value to the on-the-job aspects of embeddedness, and opportunities to move on can be critical. In this case, greater weight should be given to on-the-job factors (Yao et al., 2004). Researchers have also yet to examine the quality of links (e.g. affect) and how high-quality and low-quality links may interact (Holtom et al., 2008). Further research is needed to determine which ties are more important than others in deciding whether to stay or leave a company or if quitting is just an additive process.

2. **Contextual factors:** The living environment, community, culture, political, and religious environments can affect the structure of job embeddedness. For instance, the concept of community varies across cultures, affecting the stability of this predictor of voluntary turnover. Allen et al. (Allen et al. 2017), Mallol et al. (Mallol et al., 2007), and Wheeler et al. (Wheeler et al., 2010) found on-the-job embeddedness to predict turnover. However, William Lee et al. (William et al., 2014) found only off-the-job embeddedness, and Brooks et al. (Brooks et al., 2006) found both dimensions. Hence, there is a need to specify the meaning of community to the individual culture. Gottdiener et al. (Gottdiener et al., 2015) defines *community* as “a deep psychological and emotional relationship to a group and a particular space.” To keep the predicted validity of community embeddedness, researchers should find the relevant factors in the specific cultural settings by conducting qualitative studies before the measurement items are used in empirical studies (Zhang et al., 2012).
3. **Cultural differences** may also significantly impact the generalizability of job

embeddedness theory. Although turnover is one of the most well-researched topics in the organizational sciences, few studies have compared turnover models in different countries, prompting Maertz Jr and Campion (Maertz Jr & Campion, 2004) to call national culture “one of the most neglected antecedents” in employee turnover research. There are only three studies of JE on non-US workers: Tanova and Holtom (Tanova & Holtom, 2008) in Europe, Hom et al. (Hom et al., 2009) in China, and a cross-cultural study between American and Indian call centers on how JE influences turnover with cultural differences (Ramesh & Gelfand, 2010). According to Miller et al. (Miller et al., 2001), current turnover theories “reflect strong Anglo-American biases” and must be modified and refined to make them applicable to other cultures. Across the globe, rates of voluntary turnover and its impact also vary. For example, there are marked differences between the European Union and the United States, and data from Eurostat indicate that Europeans are half as likely as Americans to change jobs in a given year. This gap may be partly due to higher unemployment rates, but many other issues inhibit employees from leaving, other than not finding alternative jobs (Tanova & Holtom, 2008).

Moreover, in many parts of the world, VT is almost non-existent because the jobs are enriched, the employees are empowered, or the reward system is just. Mallol et al. (Mallol et al., 2007) found that Hispanics exhibit different levels of job embeddedness from Caucasian workers, and the JE model is a statistically significant predictor of VT among respondents of all races. Several studies have shown that culture moderates the relationships between job satisfaction and withdrawal behaviors; the relationship is typically stronger in individualistic and collectivist cultures (Thomas & Au, 2002). In

conclusion, further work examining international comparisons is needed, and the turnover field would greatly benefit from expanding to an international level by examining the generalizability of the existing turnover models to other cultures.

#### **2.4.6 Job Embeddedness: A Synthesis of Turnover Theories**

At the construct level, JE is conceptually unique and broader than any of the constructs discussed in the turnover literature (William Lee et al., 2014), integrating, but not replacing, several of the concepts found in the original theories of voluntary turnover.

1. **Cost of Quitting:** Mobley (Mobley, 1977) introduced the construct of “cost of quitting,” which reflects cognitive evaluations of employees regarding their ability to leave the employer based on what would have to be sacrificed upon terminating employment. This idea is reflected in Mobley’s expanded turnover model, where the cost of quitting is conceptualized as the expected utility of the present job combined with the expected utility of search. The dimension of organization-related sacrifice in JE assesses specific things to be given up but does not include a search.
2. **Kinship responsibilities:** Price and Mueller (Price & Mueller, 1981) included the variable kinship responsibilities, which may limit employees’ ease of movement and reflect “obligations to relatives in the community.” This concept is similar to the links to the community in JE, but the links have a broader focus, including homeownership, close friends, and community organizations.
3. **Commitment turnover:** Rusbult and Farrell (Rusbult & Farrell, 1983) proposed a model with four main factors contributing to commitment: job investments, job rewards, job costs, and alternative quality. Job investments include intrinsic job elements and external resources tied to the job. However, job investments in JE are

more specific and do not invoke equity or fairness judgments. For instance, “How much does your investment in this job compare to what most people have invested in their jobs?” The measure they used is more general than organization-related sacrifice, which measures specific factors an employee would have to give up by leaving. Additionally, the authors see the job-investment-turnover relationship as mediated by commitment, while in the case of job investment, it is not.

4. **Organizational identity:** Mael and Ashforth (Mael & Ashforth, 1992) defined organizational identity as a perceived oneness with an organization and the experience of the organization’s successes and failures as one’s own. This perception involves the fusion of the self with the organization. In contrast, the fit dimension in JE assesses the similarity between the self and the organization on specific dimensions.
5. **Subjective Norm:** Ajzen and Fishbein (1977) suggested that behaviors are influenced by the extent to which “others” think an individual should engage in those behaviors and the person’s motivation to comply. Links to the community in JE refer to connections such as homeownership or community involvement without assessing whether family or friends want the person to quit their job.
6. **Organizational Constituencies Commitment:** Reichers (1985) defined this as a process of identification with the goals of an organization’s multiple constituencies. JE’s links-organization dimension assesses the number of attachments people have, such as the length of time in a job or organization and involvement with coworkers, teams, and committees, without assessing attachment to top management or identification with various groups’ goals.
7. **Organizational Commitment:** Unlike job satisfaction and organizational



commitment constructs that focus on organizational factors, JE includes organizational and communal issues. The most current and widely used definition of organizational commitment is based on the three-dimensional model (affective, continuance, and normative dimensions) (Allen & Meyer, 1990), which shares some similarities with JE, but is less encompassing as a construct on its three dimensions.

- I. **Affective Commitment:** This dimension reflects one's liking for a job and emotional attachment to an organization (people stay because of their positive affect and feelings for an organization). The fit dimension in JE may reflect a positive effect toward jobs and a relatively nonaffective judgment. Personal organization fit "represents a cognitive belief rather than an emotional response" (Cable & Parsons, 2001).
  - II. **Normative Commitment:** This dimension originates from a sense of obligation—people stay because they feel they ought to—and does not include the number of teams or committees an employee works with, which the links dimension in JE does.
  - III. **Continuance Commitment:** Unlike the sacrifice dimension in JE, this dimension includes items assessing job alternatives. It is also more specific than the sacrifice dimension in JE about what people would need to give up if they left their jobs (freedom, retirement benefits, perks, and promotional opportunities).
8. **The Unfolding Model:** JE includes gaps in this theory, which posits that external, non-work-related shocks can produce voluntary turnover and that negative attitudes or job search are not always associated with leaving. Unlike attitude-search models, which can only modestly predict who leaves jobs, JE captures theoretical ideas that off-the-

job and non-affective factors can influence turnover.

9. **The Content Model of Turnover:** Maertz et al.'s (2004) content model of turnover theory identifies eight motivational forces influencing an employee's decision to stay or leave an organization. These forces are categorized into two broad dimensions: affective forces (emotional attachments to the people and the organization's goals and values) and cognitive forces (evaluation of costs and benefits, availability of alternative job opportunities, sense of obligation, formal or informal agreements that bind them to the organization). Each force represents a different aspect of the employee's experience and perception of their job and organization. This model represents specific reasons for being attached, focusing on the "why." JE, however, is a much broader construct, that includes assessing some factors that are not measured elsewhere, both on and off the job.
10. **Decision to perform and to participate.** Job embeddedness, as Lee et al. (Lee et al., 2004) found, influences the decision to perform (organizational citizenship and job performance) and the decision to participate (volitional absences and voluntary turnover). As a broad-based retention (anti-withdrawal) construct, it captures a sizable portion of the "decision to participate," predicting turnover and other withdrawal behaviors, such as decreasing organizational citizenship behavior, decreasing performance, and increasing absence. It explains that the variance in these withdrawal behaviors exceeds that which is explained by job satisfaction and organizational commitment. Higher on-the-job embeddedness reflects more links, better fit, and consequential losses if an employee quits. As such, people with higher on-the-job embeddedness should believe and be concerned that more volitional absences and

lower job performance may endanger the status of being employed and attached to their jobs. Conversely, people with lower on-the-job embeddedness should hold this belief and concern to a lesser extent. According to the study, off-the-job embeddedness is more critical to predicting turnover and absences than on-the-job embeddedness when satisfaction and commitment are controlled. After job satisfaction and organizational commitment are statistically controlled, off-the-job embeddedness negatively relates to voluntary turnover and volitional absences. In contrast, on-the-job embeddedness does not predict these withdrawal behaviors. Finally, after controlling job satisfaction and organizational commitment, on-the-job embeddedness positively relates to organizational citizenship and job performance. In contrast, off-the-job embeddedness is unrelated to these performance indicators.

11. **The theory of shocks.** The unfolding model of turnover theory posited that people may leave their jobs due to an external shock. According to Holtom and Inderrieden (Holtom & Inderrieden, 2006), accumulated social capital and job embeddedness are critical reasons why people stay in firms, and they may be as important or more important than staying due to job satisfaction. Their extensive study of stayers and leavers across hundreds of employers in the United States indicated that job stayers were found to have the highest levels of job embeddedness, with shock-induced leavers exhibiting comparatively higher levels and non-shock-induced leavers having the lowest levels. The findings support the buffering role of job embeddedness when employees experience shocks. Embeddedness may defer the gradual buildup of dissatisfaction, deflecting energy away from search-related efforts and intentions. On the other hand, the absence of social attachments may make people more susceptible

to shocks by creating a contextual force or tension that pushes employees from the organization. Highly embedded people may not change quickly in response to a shock and can have a greater tolerance for shocks, particularly negative ones. They may be conscious of the various aspects of their lives that embed them and make decisions to preserve those factors.

In conclusion, at a construct level, JE is conceptually unique and, more broadly, has higher prediction power than any previous turnover constructs, and further develops several of the concepts found in the original turnover theories. Research and ample anecdotal evidence support using the job embeddedness framework for developing a world-class retention strategy based on corporate strengths and employee preferences.

## **2.5 Summary: Understanding Voluntary Turnover**

Exploring why some individuals leave their organizations while others stay has been a central question in organizational behavior research. Over the years, the literature on voluntary turnover has evolved incrementally, building upon the foundational work of March and Simon, which emphasized the role of individual perceptions of job desirability and ease of movement. This body of work suggests that job satisfaction, organizational commitment, and the presence of job alternatives play crucial roles in an individual's decision to stay or leave. However, research in scientific journals reports that work attitudes play only a relatively minor role overall in employee retention and leaving (Steel et al., 2002). Other factors besides job satisfaction, organizational commitment, and job alternatives are essential for understanding turnover (Maertz & Campion, 1998).

The current state of the literature shows that although there are more theoretical constructs to help explain turnover, there is less theoretical consensus, and a relatively small amount of overall variance in turnover is explained. Holtom et al. (Holtom et al., 2008) believe that the field of study is rich but further from a unified view of the turnover process than ever before.

The concept of job embeddedness has emerged as a promising construct for understanding retention, suggesting that individuals are embedded in a web of relationships and attachments that influence their stay or leave decisions. Job embeddedness encompasses many factors and has shown a higher explanatory power for stay intentions than traditional constructs like job satisfaction and organizational commitment. A study of retail and hospital employees by Mitchell et al. (Mitchell et al., 2001) reported that job embeddedness significantly predicted subsequent voluntary turnover after controlling for gender, job satisfaction, organizational commitment, job search, and perceived alternatives.

However, gaps remain in understanding job embeddedness, particularly regarding its applicability to high achievers and across different cultural contexts. The literature suggests that high achievers may perceive themselves as less embedded due to their higher mobility rates (Hines, 1973). Additionally, cultural differences may influence levels of job embeddedness, as seen in the varying levels reported between Hispanic and Caucasian workers in the United States (Mallol et al., 2007). The role of job embeddedness in predicting voluntary turnover in more collectivistic cultures, such as those in Latin America and Latin Europe, remains underexplored. Extending research on job embeddedness to include executives in international contexts could provide valuable insights into turnover and retention dynamics. Questions about the boundaries between work and personal life, the ties that bind executives to their jobs and communities, and how these ties are influenced by national culture are crucial for understanding executive turnover and

retention.

This summary underscores the need for further research to explore and test the Job Embeddedness Theory in different contexts, particularly among knowledge workers and executives. Research could significantly enhance our understanding of VT, offering new strategies for managing and influencing executive retention and organizational attachment. The following research proposal aims to test and elaborate on JET to explain VT among international executives.

## **2.6 Research Proposal: Job Embeddedness and Voluntary Turnover**

The objective of this research is to enhance the understanding of voluntary turnover (VT) among Peripatetic International Executives (PIEs) by testing the explanatory power of Job Embeddedness Theory (JET) within the context of multinational corporations (MNCs) in the life sciences industry.

### **2.6.1 Measurement Limitations of Voluntary Turnover**

The construct of VT presents several limitations as a robust dependent research variable.

1. The voluntariness dimension of VT is not dichotomous. Turnover can range from entirely voluntary (e.g. the employee takes a better job) to a mutual agreement (e.g. the employee agrees to quit because of disagreements with management) to completely involuntary (e.g. the organization lays off the employee as part of a reduction in force). Thus, voluntariness is continuous rather than discrete or dichotomous, and explanations of voluntary turnover may be expected to vary accordingly.
2. Difficulty of assessing VT. The reasons behind turnover depend on the source of information. The concordance between the reasons provided by departing employees and those recognized by their supervisors is not high. A complete agreement was

reported at merely 25%, while partial agreement on at least one cited reason was reported at 68% (Campion, 1991).

3. The perception of voluntariness is not a fixed concept but rather a subjective interpretation influenced by the informant's perspective. Potential self-serving biases in retrospective accounts further complicate this subjectivity.
4. Human error in recording turnover data. Relying on archival data in turnover research introduces an indeterminate measurement error (Ilgen, 1977). Record-keeping systems that may limit documentation to a single reason for departure, despite the possibility of multiple contributing factors, compound this error.

Recognizing the complexity and limitations of VT, as discussed in Chapter 2, this study will consider the construct *intention to stay* (ITS) which, according to the literature, is a more reliable construct.

### **2.6.2 Intention to Stay – A Proxy for Voluntary Turnover**

Research focusing on stay intentions has been noted for its methodological rigor and practical relevance. The ITS shows a strong and consistent correlation with actual turnover behavior (Steel & Ovalle, 1984), thereby reducing the complexities and limitations associated with the construct of voluntariness and the challenges in accurately recording and analyzing VT. Furthermore, Holtom et al. (2008) exhibits this perspective, noting that one of the significant trends in the past decade has been an enhanced focus on factors explicitly related to staying rather than leaving.

VT and ITS are distinct constructs in several key aspects.

#### **1. Conceptual Focus**

- **Voluntary Turnover:** Emphasizes the act of leaving, driven by factors leading to the termination of employment.

- Intention to Stay: Concentrates on the desire and commitment to continue employment, highlighting retention drivers.

## **2. Measurement and Predictive Power**

- Voluntary Turnover: Measured through actual turnover rates, influenced by many factors but lacking in capturing the decision's complexity.
- Intention to Stay: Assessed through self-reported intentions, offering more profound insights into retention and demonstrating higher predictive accuracy for retention, particularly when considering job embeddedness.

## **3. Factors Influencing the Decision**

- Voluntary Turnover: Driven by negative factors such as job dissatisfaction, lack of organizational commitment, availability of job alternatives, and external shocks. Traditional models often emphasize negative factors that push employees to leave.
- Intention to Stay: Influenced by job embeddedness, which encapsulates a broader spectrum of positive retention factors, including organizational and community ties. This construct captures positive factors encouraging employees to stay, such as social connections, alignment with organizational values, and perceived costs of leaving.

## **4. Theoretical Constructs**

- Voluntary Turnover: Grounded in traditional models focusing on dissatisfaction and external shocks, such as March and Simon's theory of desirability and ease of movement, Mobley's model of the cost of quitting, and the unfolding model of turnover.
- Intention to Stay: More recently explained by constructs like job embeddedness,



which integrates various factors influencing retention, including non-work variables, organizational context, and individual perspectives. Job embeddedness provides a comprehensive framework beyond job satisfaction and organizational commitment to include broader life factors.

ITS will be used in this study as a proxy of VT rather than as its surrogate. According to Home et al. (Hom et al., 2012), although intent to stay is usually the strongest single predictor of turnover, using intent as a surrogate criterion poses several difficulties. First, intentions generally account for at most 25% of the turnover variance (Allen et al., 2005) (Griffeth & Alkorashy, 2020). Second, treating it as *the* criterion overlooks the mediators and moderators of intention–quit relationships (Allen et al., 2005). Numerous steps intervene between the formation of intentions or desires to leave and the final choice of a concrete alternative to the existing job (Hom et al., 2001). Job incumbents seeking better opportunities must find and secure alternatives, and failure to do so—due to low employment opportunities or movement capital—can undermine intentions (Ajzen, 1991).

In conclusion, while VT remains a critical area of study, the construct of ITS offers a more nuanced and reliable measure for understanding employee retention. This study will leverage ITS as a primary dependent variable, acknowledging its methodological rigor and practical relevance in predicting turnover behavior.

### **2.6.3 Research Questions**

The research questions (RQs) are structured following the framework proposed by Alvesson and Sandberg (Alvesson & Sandberg, 2013), encompassing descriptive, comparative, explanatory, and normative dimensions.

1. **Descriptive Question (RQ1):** What is the relationship between job embeddedness factors and intention to stay?

This question identifies and describes the correlation between various JE factors—such as organizational fit, links, and sacrifice—and PIEs' intention to remain in their current roles. It aims to provide a foundational understanding of how these factors interact and influence retention.

2. **Comparative Question (RQ2):** How does the relationship between JE factors and the intention to stay of PIEs in life science MNCs vary across different sub-categories of PIEs?

This question examines the variability in the relationship between JE factors and ITS across different sub-groups of PIEs, such as those differentiated by geographic region, gender, or age. The goal is to uncover any significant differences or patterns among these sub-categories.

3. **Explanatory Question (RQ3):** To what extent and in what ways does the JET explain the variation in ITS among PIEs in life science MNCs?

This question aims to assess JET's explanatory power in accounting for the differences in ITS among PIEs. It seeks to understand the mechanisms through which JE factors influence retention and the extent to which JET comprehensively explains these variations.

4. **Normative Question (RQ4):** How does a JET-based explanation of ITS among PIEs in life science MNCs inform management practices?

This question explores the practical implications of the findings derived from a JET-based analysis of ITS. It aims to translate theoretical insights into actionable

management strategies, focusing on how life science MNCs can enhance their retention practices for PIEs by leveraging the principles of job embeddedness.

By addressing these research questions, this study seeks to contribute to the theoretical understanding of job embeddedness and its practical application in enhancing the retention of Peripatetic International Executives within the context of life science multinational corporations.

#### **2.6.4 Target Selection – Peripatetic International Executives**

The literature review underscores a significant gap in research concerning job embeddedness and its impact on the retention of international executives, particularly within the life sciences industry. Previous studies have predominantly focused on the US context and lower organizational levels, suggesting a need for research that transcends geographical and hierarchical boundaries. According to the literature, there are indications that the measurement of job embeddedness might be sensitive to context (Mallol et al., 2007) (Tanova & Holtom, 2008), so international research might contribute to further developing knowledge about the Job Embeddedness Theory (JET).

The literature does not indicate any work done specifically within the life sciences industry. The closest attempt was a study on the retention of sales reps in pharmaceutical companies (Hejase et al., 2016). This gap highlights the importance of investigating JE among PIEs in life science MNCs, as it could provide valuable insights and contribute to the broader understanding of JET in diverse contexts.

Given these considerations, this study aims to fill the existing research gap by exploring the relationship between JE and ITS among PIEs in the life sciences industry. Doing so offers a more comprehensive understanding of how JE factors influence retention in an international and industry-specific context, potentially inspiring further research and practical applications in the

field.

### **2.6.5 Methodology**

Given the exploratory nature of this research, a mixed-methods approach will be adopted to capture both the qualitative and quantitative facets of job embeddedness and intention to stay among international senior executives. This methodology will facilitate a comprehensive exploration of the constructs, identifying nuanced patterns and insights that may not be apparent through a single-method study.

### **2.6.6 Significance**

This research is poised to make substantial contributions to both theory and practice. Academically, it aims to enrich the discourse on executive retention by integrating the concept of JE into the analysis of VT among a critical yet underexplored demographic. Practically, the findings are expected to inform HR management practices, guiding MNCs in developing targeted retention strategies that address their senior executive cadre's unique needs and expectations.

By studying the relationship between JE and ITS among PIEs, this research seeks to unveil actionable insights that can help MNCs navigate the complexities of executive retention in an increasingly globalized business environment. The following section defines the methodology approach and methods used to assess the relationship between the level of JE among executives and their intention to stay in their organizations.

### **3. Methodology and Method**

This chapter describes the methodological choice made for this work. It justifies the choice of a sequential exploratory mixed-method approach. It describes the research methods, including qualitative and quantitative data gathering, the use of the qualitative outcomes to guide the quantitative survey design, and the analysis methods for this study's qualitative and quantitative phases.

#### **3.1 Research Design**

The four research questions from the literature review stemmed from this study's aim to test the theory of JET's explanatory power.

An initial approach considered was a qualitative one, through one-on-one interviews. Even though it might have described and compared this study's phenomenon of interest (variation in executive turnover) and provided some evidence of JET's explanatory power, it would have presented some drawbacks, such as limited insight into the relative importance of the JE factors and a low external validity (limited generalizability of the study due to the relatively small sample size of a qualitative study).

A purely quantitative approach, such as a survey, might have addressed some limitations by giving sufficient insight into the relative importance of the JET factors and, with a sufficiently large sample, greater generalizability. However, the lack of previous empirical work on JET on PIEs and the life sciences industry would have impacted the study's internal validity. For instance, a standard set of questions on JE might not be appropriate for the study's population sample.

For those reasons, a mixed methods approach seemed the best option. Guided by Bazeley (Bazeley, 2018) and Creswell (Creswell, 2021), an exploratory sequential approach was chosen,

the rationale of which is described below.

### **3.1.1 Justification for the Methodological Approach**

The choice of an exploratory mixed methods approach was made on the following grounds:

1. **Fit with Epistemological Position.** The research design is predicated on a pragmatist epistemological stance, which advocates for the practical application of research findings and selecting methods based on their utility in addressing real-world challenges (Feilzer, 2009). This stance is particularly apt for exploring the multifaceted nature of JE among PIEs in the life sciences industry, where industry-specific insights and population-specific factors play a crucial role.
2. **Nature of Research Questions.** The four research questions are structured following the framework proposed by Alvesson and Sandberg (Alvesson & Sandberg, 2013), encompassing descriptive, comparative, explanatory, and normative dimensions. This ladder approach necessitated a methodology capable of capturing the depth and breadth of the intricate dynamics of JE and ITS among PIEs in life sciences MNCs. A mixed methods approach facilitated a comprehensive exploration by integrating qualitative insights into industry-specific nuances with quantitative validation of these factors across a broader sample.
3. **Sequential Exploration and Validation.** The SEMM design enabled the study to build a theoretical foundation through qualitative exploration, followed by the empirical validation and quantification of findings through quantitative methods (Creswell, 2004). This phased approach ensured the development of a robust conceptual framework grounded in empirical evidence.

### **3.1.2 Overview of Methods**

As dictated by an exploratory sequential approach, this research involved a qualitative phase followed by a quantitative phase and ended with an integration of the findings.

### 3.1.2.1 Qualitative Phase

1. **Objective:** The initial qualitative phase aimed to uncover all relevant JE factors that might influence ITS. Using a qualitative method, it aimed to uncover those JE factors and identify nuances and contexts that shaped their impact on ITS.
2. **Data Collection:** The interviews were conducted remotely using a comprehensive semi-structured interview guideline with a purposive sample of PIEs. Questions were laddered to gain insights into the participants' motivations and beliefs (Price, 2002), covering PIEs' past and present job and life experiences in different organizations and cities.
3. **Data Analysis:** Thematic analysis was used to identify key themes and patterns (Kiger & Varpio, 2020), informing the development of a conceptual framework for the quantitative phase. Initial codes were generated based on the JE literature organizing the feedback from PIEs into meaningful groups, which expanded as new themes emerged.

### 3.1.2.2 Quantitative Phase

1. **Objective:** The subsequent quantitative phase aimed to gather data on the relative importance of those JE dimensions affecting ITS across relevant contextual factors of respondents, such as age, gender, marital status, and national origin.
2. **Data Collection:** Based on qualitative findings, a structured self-administered survey was developed. This online survey was based on the SurveyMonkey® platform and used mostly Likert scales.

3. **Data Analysis:** Statistical techniques tested the hypothesized relationships and assessed the JET's applicability and explanatory power using linear regressions with control variables. Multiple regressions were also used to select the most influential JE factors and find a condensed JE version with higher explanatory power (Abdi & Williams, 2010).

### **3.1.2.3 Integration of Findings**

The correlations revealed during the quantitative phase were further enriched by the initial findings identified in the qualitative phase, providing a contextually grounded and empirically tested understanding of JE and ITS among PIEs in the life sciences industry.

## **3.2 Method Detail**

This section describes the details of the qualitative and quantitative phases, including an assessment of their internal and external validity.

### **3.2.1 Details of Qualitative Phase**

This phase focused on understanding PIEs' experiences, perspectives, and meanings attributed to the phenomenon under study to uncover JE factors.

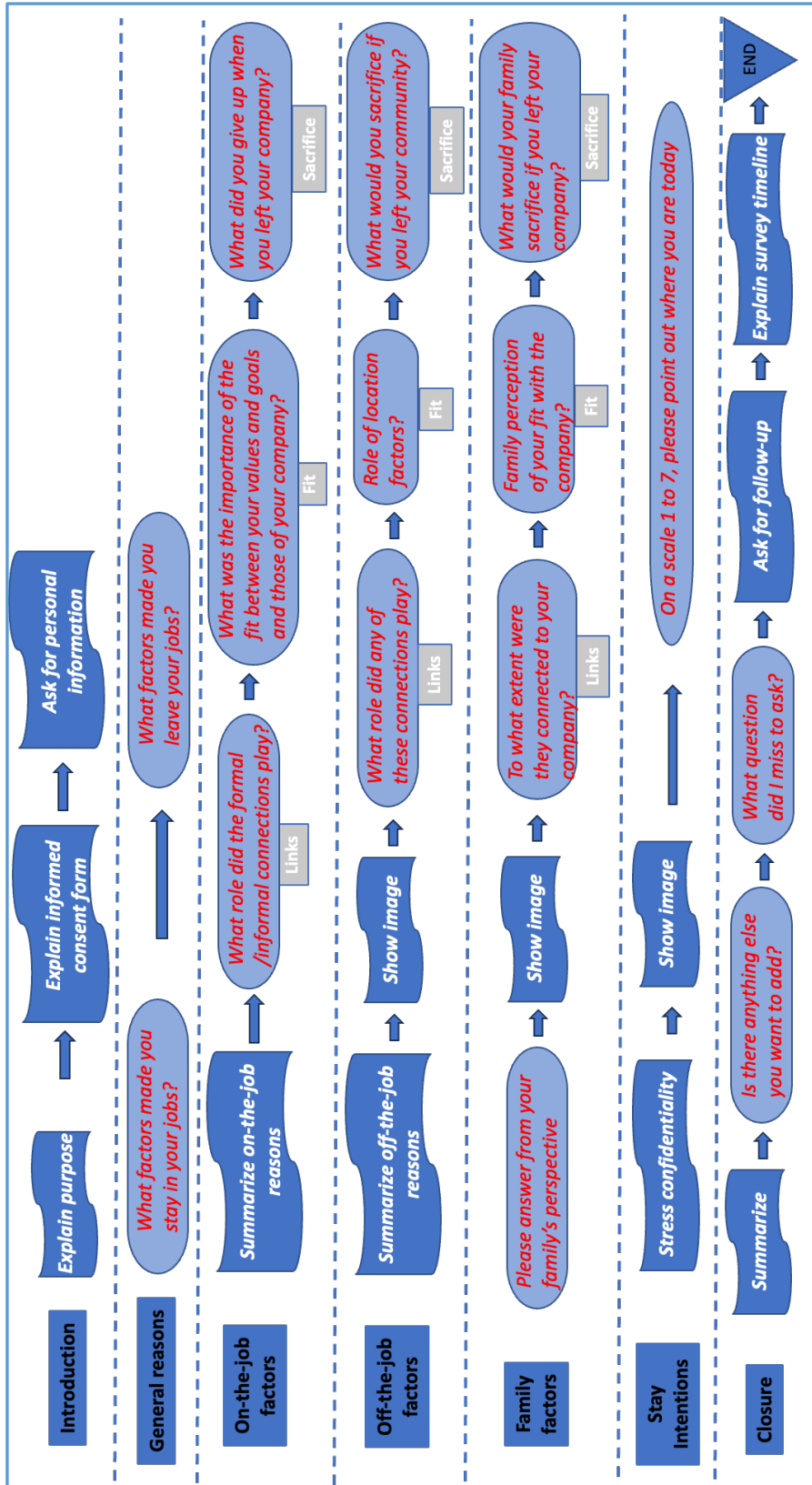
The consideration of the method choices included the following:

1. **Unit of Analysis:** The analysis was carefully selected to ensure the research's generalizability (Ferguson, 2004). It comprises senior executives in the life sciences industry who work for MNCs. The selection criteria were comprehensive, including CEOs, vice presidents, general managers, directors, and managers in charge of an international affiliate or reporting to international teams. The companies under study were life science multinational companies' international affiliates and regional offices.



2. **Sample:** The researcher's former colleagues recommended 26 international executives for the interviews. This sample size aligned with the recommended guideline of 10-30 for in-depth interviews (Dworkin, 2012), ensuring the research's quality and reliability.
3. **Instrument:** The interview technique was based on ladder questions to capture what PIEs valued. Initial questions were derived from a semi-structured interview guide (Appendix IV). The interview process, illustrated in Figure 4, began with revealing the interview objective (to understand the reasons behind the decision to remain in an organization) and assuring the confidential handling of all information provided. Images of JE factors (Appendix V) and scoring of intention to remain in an organization (Appendix VI) were used during the interview to enhance understanding and stimulate a broader range of responses from the interviewees. A preliminary qualitative pilot phase with eight PIEs was conducted to assess and adapt the interview instrument.
4. **Data Analysis:** Participant responses were categorized under each of the original 40 JE factors (Appendix III). Factors were listed by three levels of importance (not important, somewhat important, very important) and time-stamped. At the end of the process, factors were listed by the number of times they had been mentioned, adjusted by the level of importance (-1 for not important, 1 for somewhat important, and +2 for very important). The top 10 most frequently mentioned factors, adjusted by level of importance, were selected.

Figure 4: Qualitative Survey – Interview Process



### 3.2.2 Validity Considerations for Qualitative Phase

The following validity issues were considered and addressed in the choice of qualitative methods:

1. **Risk of response bias:** Disclosing the interview's objective (retention of PIEs) could influence responses (Barriball & While, 1994).

**Mitigation strategy:** All participants received a confidentiality document before the interview (Appendix VII), which included approval from the Bocconi Ethics Committee. The document explained that no participant responses could be attributed to them since their names and organizations were anonymized using codes. All recordings were deleted after analysis.

2. **Biased selection of participants:** To gain access to PIEs, the researcher tapped into his past professional network.

**Mitigation strategy:** Most participants were not the former researcher's colleagues. Only four of the eight participants were from the researcher's network in the pilot phase. The researcher's former colleagues recommended all participants in the qualitative phase but were not directly known to him.

3. **External Validity:** PIEs from similar backgrounds and demographics could affect the broader applicability of the study findings.

**Mitigation strategy:** To enhance the generalizability of the study, a diverse group of respondents was selected based on gender, current workplace, national origin, and organization. This diversity in the sample population increased the applicability of the study findings to a broader audience. The following findings section will provide a detailed analysis of the characteristics of the respondents, further supporting the

generalizability of the study.

### 3.2.3 Details of the Quantitative Phase

Building on the findings from the exploratory qualitative phase, a sequential quantitative phase was used to generalize findings and test the applicability and explanatory power of JET in PIEs' intention to remain with their organizations. An online survey was used to test the questionnaire generated from the qualitative phase, measuring the prevalence or frequency of the JE factors and assessing their relationships with ITS.

The consideration of the method choices included the following:

1. **Unit of Analysis:** The unit of analysis was life sciences executives working for MNCs, using the same selection criteria as in the previous qualitative phase: CEOs, vice presidents, general managers, directors, and managers in charge of an international affiliate or reporting to international teams. The companies under study were international affiliates and regional offices of life science MNCs.
2. **Sample:** The survey published on LinkedIn remained online for two months, and several reminders were sent via direct messaging and sponsored advertisements to ensure a reasonable response rate.

To ensure a good fit to the unit of analysis, respondents who had selected other options in the type of job question on the survey (such as analysts, consultants, entrepreneurs, partners, or owners) were precluded from continuing and were disqualified. Other respondents were disqualified because they did not fully complete or decided to abandon the survey, failed to give their consent, or belonged to countries with minimal representation in the final sample.

3. **Instrument:** The researcher developed a score variable for the JE construct (dependent

variable) to measure job embeddedness. This score was derived from the cumulative sum of the affirmative responses to specific inquiries. The resulting score was construed as the cumulative sum of positive answers to the following set of questions:

1. My promotional opportunities at my current company are excellent.
2. I have a favorable opinion of the leadership team members of my current company.
3. Within my current organization, I have a strong internal network.
4. In my current company, I am well compensated for my level of performance.
5. I really love the city where I currently live.
6. My current job allows me to interact with people from different cultures.
7. My current job utilizes my skills and talents well.
8. My family believes that I fit well with the culture of my current company.

The sum of the following negative responses (reverse score) was also factored into the analysis:

9. In my current job, I have limited freedom to manage my time.
10. I perceive a significant disconnect between my personal values and the culture of this organization.
11. Leaving the city where we currently live would be very hard for my family.

The instrument design included randomized questions using a Likert scale with reverse logic, a method chosen to avoid conformity bias and ensure the instrument's validity (Appendix VIII). The scale for JE factors was 1 to 5, with a maximum score of 55.

The research analysis included evaluating the distribution of the dependent variable, ITS. This variable captured the participant's level of certainty, ranging from 1 to 10,

regarding their intention to remain within the organization. A higher numerical value signified a stronger inclination towards remaining with the organization, indicating decreased likelihood of voluntary departure. An optional qualitative box to record comments was added at the end of the survey to capture any additional insights.

4. **Data Analysis:** The analysis method employed simple statistics, using JE as the independent variable and ITS as the dependent one. The objective of the study was to understand the relationship between JE and ITS by answering the following four research questions:

1. What is the relationship between JE factors and ITS? (RQ1)

A basic linear correlation between JE (independent variable) and ITS (dependent variable) was used to test this relationship, followed by a linear correlation with the following control factors: gender, age, marital status, family composition, country of origin, country of the workplace, nomad (defined as having worked in more than one country), tenure, job position, and type of organization. Appendix XI shows the formulas that were used. While the basic regression examined the relationship between ITS and JE, the regression with control variables expanded on this by incorporating additional independent variables to understand the relationship better while controlling for other relevant factors.

2. How does the relationship between JE factors and the ITS of PIEs in life science MNCs vary across different sub-categories of PIEs? (RQ2)

Linear regressions with interactions were used to examine whether the relationship between JE and ITS varied in the presence of control variables (Appendix XI). The goal was to add depth to the analysis by accounting for potential moderating effects,

thus providing a more nuanced understanding of the relationships among variables in the model.

3. To what extent and in what ways does JET explain the variation in ITS among PIEs in life science MNCs? (RQ3)

Basic linear regressions were used to understand the influence of each JE factor on ITS. Additionally, to identify JE factors that did not explain a significant variability on ITS, a correlation matrix among the 12 factors was used. The goal was to identify correlation coefficients close to zero (Appendix XII), pointing to little evidence of a linear relationship between the variables (changes in one variable not consistently associated with changes in the other variable in a linear manner). Furthermore, a multiple regression with all the individual JE factors was used (Appendix XIV). In this case, beta coefficients close to zero would indicate that the independent variables (JE factors) had little explanatory power in predicting the dependent variable (ITS).

4. How does a JET-based explanation of ITS among PIEs in life science MNCs inform management practices? (RQ4)

The most important factors driving JE and their underlying mechanisms were identified by integrating the results of the qualitative and quantitative phases.

### **3.2.4 Validity Considerations for the Quantitative Phase**

The following validity issues were considered and addressed in the choice of quantitative methods:

1. **Risk of response bias:** As in the qualitative phase, disclosing the interview's

objective (retention of PIEs) could have influenced responses in the quantitative survey (Barriball & While, 1994).

**Mitigation strategy:** The following measures were taken:

- The survey's invitation disclosed the approval of Bocconi's Ethical Committee, reassuring that the data would be treated with a high level of confidentiality.
- IP and email addresses of participants were hidden.
- To avoid conformity, a Likert scale was used, and questions were reversed.
- Participants were allowed to leave the survey at any time.

**2. External Validity:** PIEs from similar backgrounds and demographics could affect broader applicability of the study findings (Shadish et al., 2002).

**Mitigation strategy:** To improve generalizability, direct messages through LinkedIn were sent to diverse groups to achieve a balanced distribution across age/gender/countries/family composition, and job positions. The findings section includes a detailed analysis of the respondents' characteristics.

### **3.3 Summary**

This chapter outlined the methodological approach to investigate the applicability and explanatory power of Job Embeddedness Theory (JET) concerning Peripatetic International Executives' (PIEs) intention to stay (ITS) within multinational corporations (MNCs) in the life sciences industry. To capture the complexity of this phenomenon, a sequential exploratory mixed methods (SEMM) approach was employed, starting with semi-structured qualitative interviews followed by an online quantitative survey.



The research design was based on a pragmatist epistemological stance, emphasizing practical application and utility in addressing real-world challenges. This mixed methods approach provided a comprehensive understanding by integrating qualitative insights with quantitative validation. The qualitative phase involved a thematic analysis of interviews with senior executives to uncover industry-specific insights. In contrast, the quantitative phase used a structured survey to test and validate the conceptual framework developed from the qualitative findings, and data analysis employed statistical techniques to validate hypothesized relationships and assess the applicability of JET.

The study aimed to understand the relationship between JE factors and ITS, how this relationship varied across different sub-categories of PIEs, and the extent to which JET explained the variation in ITS. Notably, measures were taken to ensure the validity of both the qualitative and quantitative phases, thereby enhancing the robustness of the study.

Overall, this comprehensive approach, which integrated qualitative and quantitative findings, provided a contextually grounded and empirically validated understanding of JE and ITS among PIEs in the life sciences industry, addressing the four research questions of this study.

The following section will present the findings from the three phases (initial qualitative pilot, subsequent qualitative, and final quantitative).

## 4. Findings

The preceding section described a sequential exploratory mixed methods approach in which pilot interviews informed a qualitative phase that guided a quantitative phase. This section presents the findings from each of these phases.

### 4.1 Pilot Qualitative Phase Findings

The primary objective of the pilot phase was to test the interview guide and preliminarily understand the relationship between job embeddedness factors and intention to stay. This relationship is, of course, the central implication of JET, but it had not previously been characterized in the context of PIEs in the life sciences industry.

The results from the eight pilot interviews, detailed in Appendix IX, achieved the objective of this phase and were particularly insightful. The most important finding was that JE factors were not equally important to PIEs with respect to their influence on ITS. This finding was reflected in a ranked list of JE factors by their perceived importance. The average ITS level was 3.4 on a scale from 1 (*no intention to leave*) to 7 (*seriously considering other alternatives*), indicating that respondents, on average, exhibited a moderate level of job satisfaction and were slightly more inclined to remain in their current positions than they were to leave.

#### 4.1.1 Finding 1: The Opportunity for Career Growth Is the Primary Factor Influencing Intention to Stay

On-the-job factors were predominantly cited as influencing ITS, with career growth opportunities emerging as the most critical factor amongst these. All participants mentioned on-the-job factors when discussing what influenced their decision to stay in their jobs. When prompted, they assigned minimal importance to off-the-job factors and often struggled to identify

them. One participant noted:

“I have been in China for the past 20 years and would not mind moving out. However, I do not see any factor outside my organization that could drive my decision to stay or leave my job.”

– *40-year-old male born in Southeast Asia and working in China*

Exceptions to this minimalization of off-the-job factors included those affecting their families, such as relocation, friends, schooling, and spouse’s job. However, these family-related factors were assigned much lower importance compared to on-the-job factors.

“I moved to the US because of my wife and would move again for the same reason. Still, I think at my age, I would like to find another company at a higher hierarchical level, even in a different country.”

– *42-year-old male born in Southeast Asia and working in the USA*

On those rare occasions when the factor of career growth opportunities was not initially mentioned, it was still assigned the highest level of importance when respondents were asked to rank it among other factors. Career growth opportunities were referenced both directly and indirectly through other factors, such as:

1. **Company Size:** Larger companies were perceived to offer more opportunities for advancement.
2. **Company’s Rate of Innovation:** Organizations with a high rate of innovation were seen as creating new roles and responsibilities, thereby enhancing career growth prospects.

3. **Availability of Learning Opportunities:** Access to learning opportunities was viewed as crucial for enhancing skills and knowledge and facilitating career progression.

A typical example of such career opportunity factors was shown in the comment of one respondent, who expressed the following:

“My major drivers are career growth and dealing with more complex environments. I am now looking elsewhere because my company does not have a bright future in my therapeutic area.”

– *56-year-old male born in Southern Europe and working in the UK*

#### **4.1.2 Finding 2: Company Culture Is the Second Most Important Factor**

Company culture emerged as the second most significant factor influencing ITS among participants of the pilot study. Consistently, participants highlighted the importance of leadership style, company values, and the working atmosphere as essential components of company culture.

A representative quote reflecting this finding was:

“I believe my present company has changed. I miss the intimacy and family feel I used to have. Also, the present lack of diverse role models is a big issue.”

– *41-year-old female born in Southeast Asia and working in Australia*

The analysis identified several key components of company culture that were particularly influential in shaping ITS.

1. **Leadership Style:** The approach and behavior of leaders within the organization were frequently cited as pivotal. Effective leadership was associated with higher levels of employee engagement and satisfaction.
2. **Company Values:** The alignment of personal and organizational values was deemed

crucial. Participants valued companies that demonstrated a commitment to ethical practices, inclusivity, and social responsibility.

3. **Working Atmosphere:** The overall environment, including interpersonal relationships and the sense of community within the workplace, was highlighted as a significant factor. A supportive and collaborative atmosphere was linked to higher retention rates.

These findings from the pilot qualitative phase provided a foundational understanding of the critical factors influencing ITS. The insights gained were instrumental in shaping the subsequent phases of the study, where these factors were further explored and tested. In particular, they enabled the laddering of the qualitative phase interviews and the wording and structuring of the quantitative phase survey instrument.

It was notable that some JET factors, which the literature suggested might be relevant to ITS, were not identified as such during the pilot phase. Most off-the-job factors, as well as some on-the-job factors, such as the strength of the internal network and the compensation level, were not identified during the pilot phase.

#### **4.1.3 Method Adjustments Resulting from the Pilot Phase**

Following the insights gained during the pilot qualitative phase, several methodological adjustments were implemented to enhance the effectiveness of the subsequent qualitative phase. These changes aimed to address initial challenges and enrich the data collection process:

1. **Rephrasing of questions**

- **Order of Questions:** The researcher altered the sequence of questions concerning on-the-job and off-the-job factors. This adjustment was intended to stimulate a more balanced discussion around factors unrelated to the job, which were often

overlooked or misunderstood during the pilot phase.

- **Elimination of Jargon:** Specific terms such as “on-the-job” and “off-the-job” factors were removed to prevent confusion among respondents. During the pilot phase, many respondents interpreted “off-the-job” as indirectly related to their jobs. To mitigate this, the questions were rephrased in straightforward language to ensure clarity and better understanding.
2. **Supporting materials:** Visual aids were introduced to assist respondents in considering factors that did not emerge spontaneously during the pilot phase. During the subsequent qualitative phase, respondents were shown an image depicting examples of off-the-job factors. This visual aid was designed to prompt respondents to think about and discuss off-the-job factors they might not have initially considered, thereby enriching the data collected.
  3. **New questionnaire:** An updated questionnaire guide was developed for the next qualitative phase, incorporating feedback and insights from the pilot phase.
    - **Open-Ended Questions:** Questions in the new questionnaire (Appendix IV) were more open-ended than those in the pilot questionnaire. This approach aimed to elicit detailed responses and deeper participant insights, and capture a broader range of factors influencing ITS.
    - **Summarization for Clarity:** At the end of each interview, the researcher summarized the key points heard from the respondent. This technique was employed to check for understanding and to ensure that the researcher accurately captured the respondents’ perspectives without introducing elements not directly mentioned by them.

The aforementioned methodological adjustments were implemented to address the limitations identified in the pilot phase, thereby improving the quality and depth of data collected in the subsequent qualitative phase. These enhancements were crucial in refining the research approach and ensuring a comprehensive exploration of factors influencing ITS.

## **4.2 Qualitative Phase Findings**

The objective of the 26 qualitative phase interviews was to gain a broader, more profound understanding of the relationship between JET factors and ITS, including the relative influence of JET factors on ITS and the causal mechanisms by which the former influenced the latter, thereby informing the quantitative survey questionnaire.

### **4.2.1 Quality Sample Representativeness**

The study included a total of 26 respondents. The qualitative interviews were balanced as much as possible across various dimensions such as gender, age, geography, and organization type. This approach aimed to accommodate the inherent imbalances present in the life sciences industry, thereby supporting both the internal and external validity of this phase.

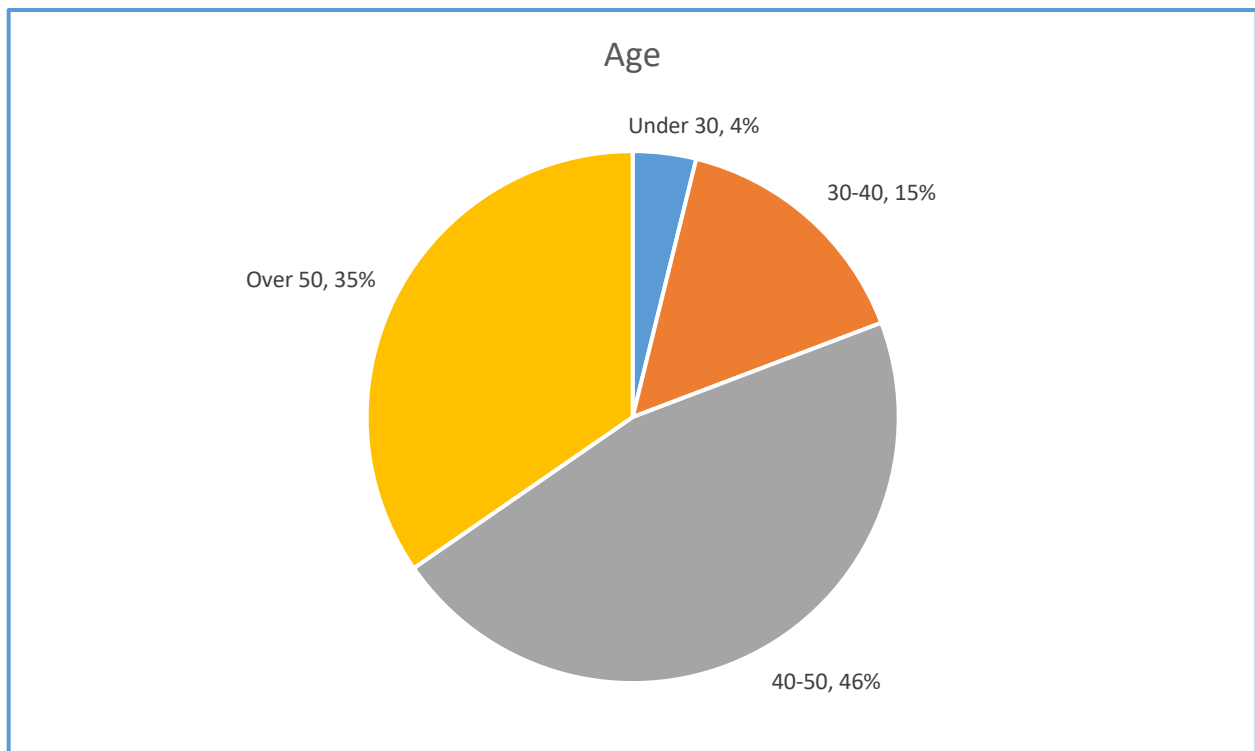
#### **4.2.1.1 Gender Distribution**

The gender distribution among respondents was relatively balanced, with males constituting 59% and females 41% of the sample. This gender distribution is notably more balanced than the global proportion of women in senior management roles. According to the Grant Thornton International Business Report of 2021, women held only 29% of senior management positions worldwide. This balance in gender representation enhances the reliability of the findings by ensuring diverse perspectives are considered.

#### 4.2.1.2 Age Distribution

The age distribution of respondents was consistent with their managerial or executive job positions, with 61% of respondents being 40 years old or older. This demographic alignment reflects the typical age range for individuals in senior roles within the industry. Figure 5 provides a detailed breakdown of the different age brackets, illustrating the age diversity within the sample and ensuring that the insights gathered are reflective of the experiences of seasoned professionals.

**Figure 5: Age Distribution**



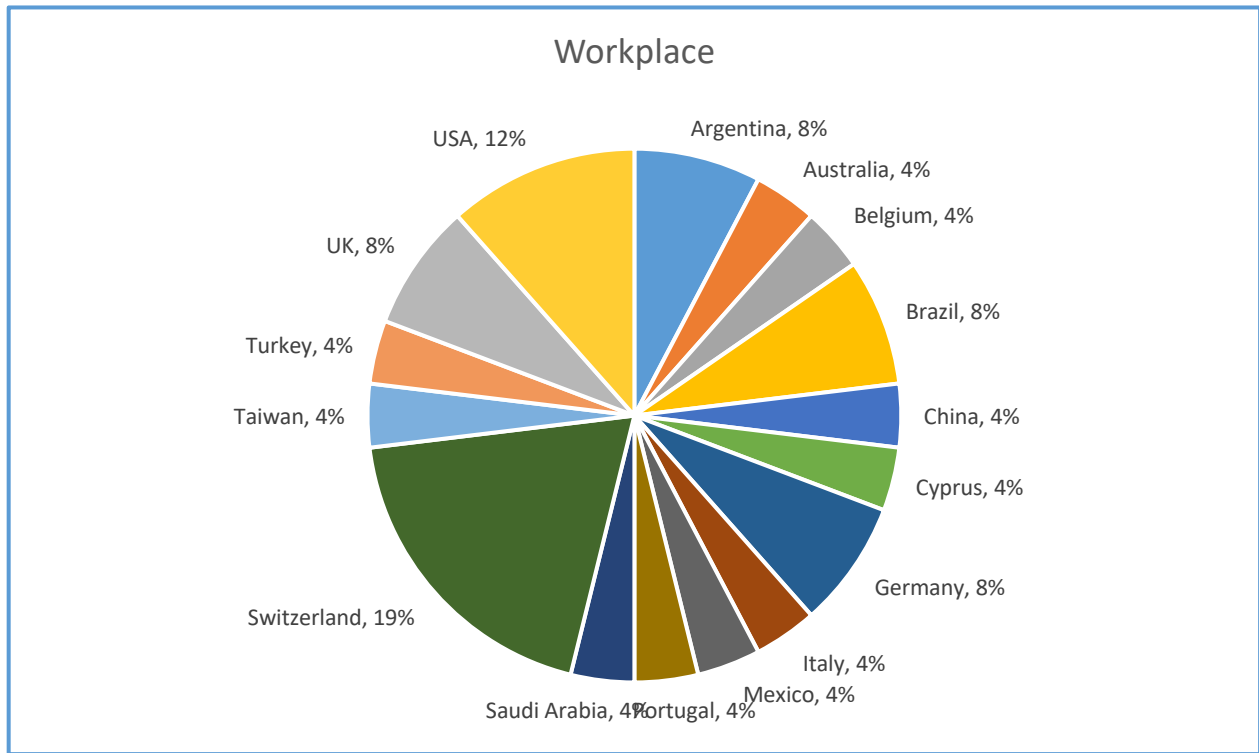
#### 4.2.1.3 Geographic Distribution

The study encompassed a diverse range of workplace locations among respondents, reflecting a broad international representation. This geographical diversity enhances the study's external validity and provides insights into potential cultural and regional variations in JET and ITS.

The geographical spread of respondents is particularly noteworthy (Figure 6).



**Figure 6: Respondents by Country of Current Workplace**



1. **European Representation:** With Switzerland and Germany accounting for a significant portion of the sample, the study captures perspectives from key European life sciences hubs.
2. **North American Insight:** The inclusion of respondents from the USA (12%) ensures that the study incorporates views from one of the world’s largest life sciences markets.
3. **South American Perspective:** The representation of Brazil and Argentina (8% each) provides valuable insights from emerging life sciences markets in South America.
4. **Global Diversity:** The remaining 45% of respondents from other countries further enhances the study’s global perspective, including viewpoints from Asia, Africa, and other regions.

This geographical diversity is crucial for several reasons.

- It allows for cross-cultural comparisons in factors influencing JET and ITS.

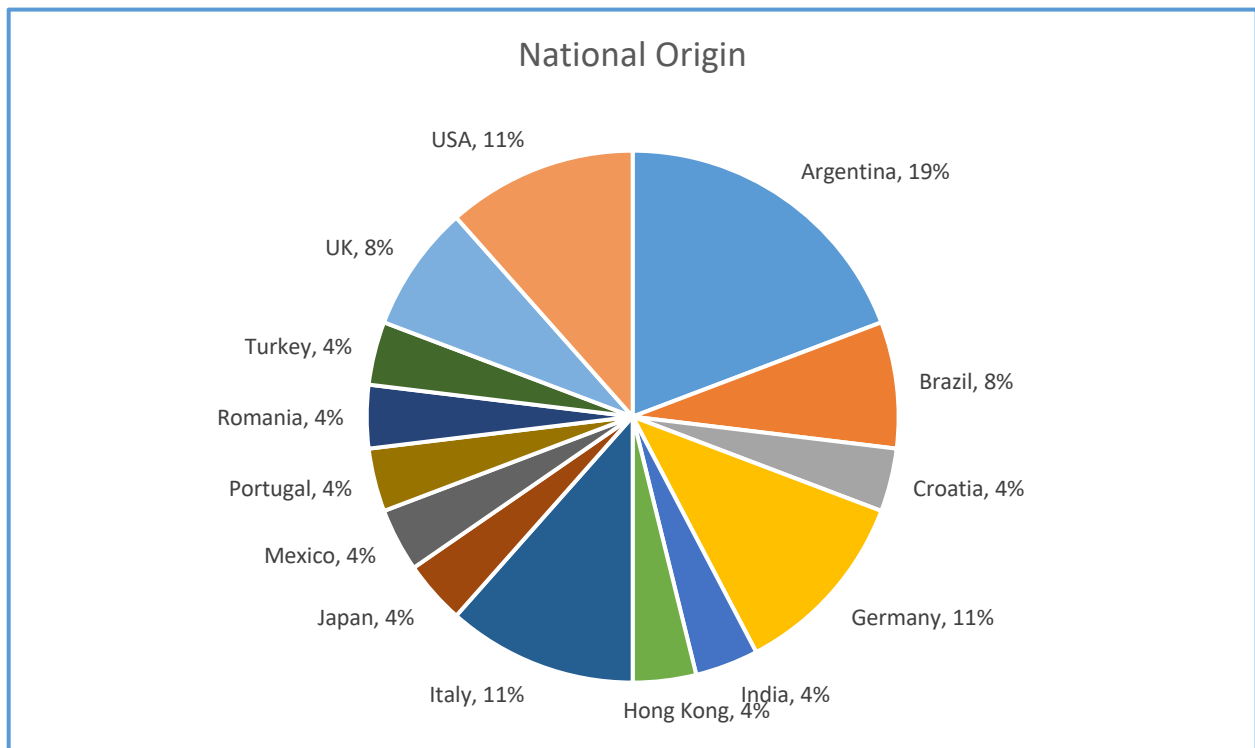
- It provides a more comprehensive understanding of global trends in the life sciences industry.
- It enhances the generalizability of the study’s findings across different regional contexts.

The inclusion of both established (e.g. Switzerland, USA) and emerging (e.g. Brazil, Argentina) life sciences markets in the sample ensures a balanced perspective that reflects the global nature of the industry. This diverse geographic distribution strengthens the study’s ability to identify both universal and region-specific factors influencing employee retention in the life sciences industry.

#### 4.2.1.4 National Origin

The national origins of the PIEs involved in the study were notably diverse (Figure 7), with a significant representation from Latin America and an absence of participants from Switzerland.

**Figure 7: Respondents by National Origin**



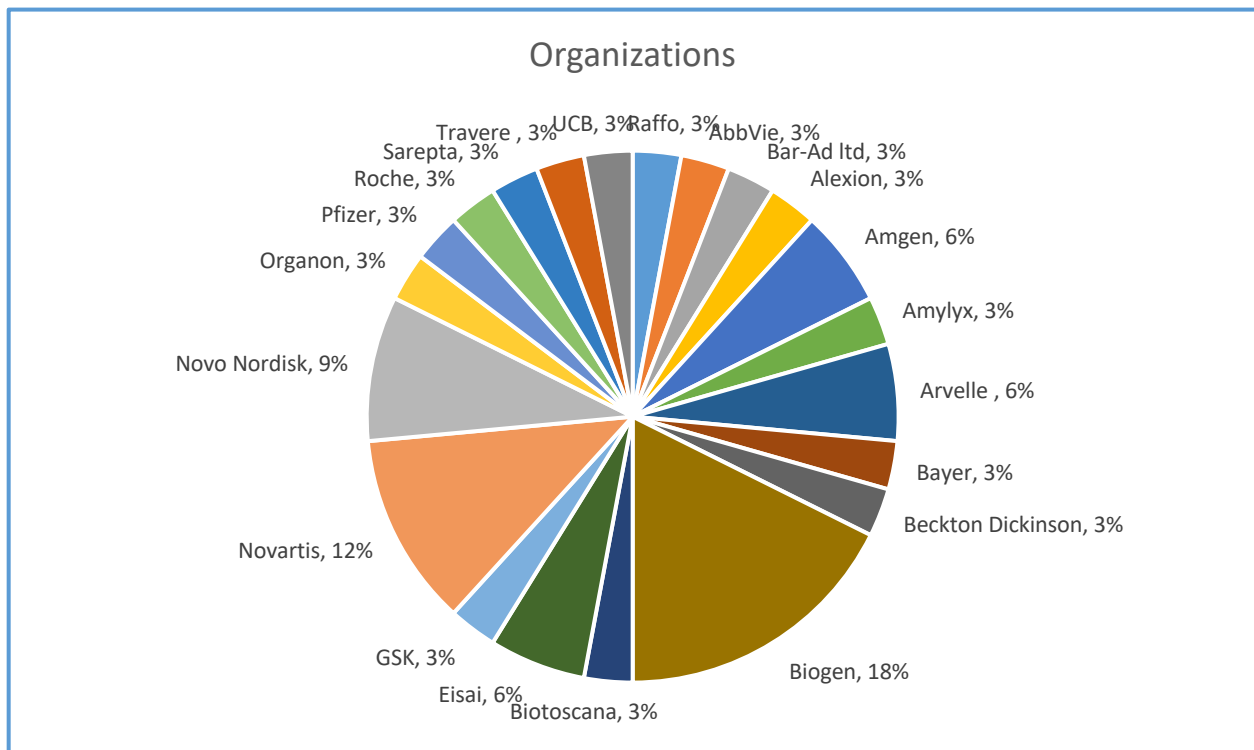
This diversity in national origin is crucial for understanding the varied cultural and contextual factors that may influence perspectives on JET and ITS.

#### 4.2.1.5 Organizations

The study included a diverse array of MNCs, predominantly originating from Europe and America (Figure 8). This selection encompasses a wide spectrum of companies within the life sciences industry, ranging from large pharmaceutical conglomerates to smaller biotechnology firms. Such diversity in organizational representation is pivotal for understanding the varied corporate strategies and cultures that influence JET and ITS. Key insights:

1. **Big Pharma Representation:** The inclusion of major pharmaceutical companies, such as Pfizer and Roche, provides insights into the practices and policies of industry leaders. These organizations often set benchmarks for employee retention strategies and are influential in shaping industry standards.

**Figure 8: Respondents by Organization**



2. **Biotechnology Firms:** The presence of smaller biotechnology companies like Sarepta and Alexion highlights the innovative and dynamic nature of this sector. These firms often operate with different organizational structures and cultures compared to larger pharmaceutical companies, offering a contrasting perspective on JET and ITS.
3. **European and American Origins:** The predominance of European and American MNCs reflects the historical and ongoing leadership of these regions in the life sciences industry. This representation ensures that the study captures the strategic approaches of some of the most influential players in the field.

The diverse organizational representation in the study is essential for a comprehensive analysis of JET and ITS across different types of companies. By including both large and small organizations, the study can explore how company size, resources, and market position influence employee retention strategies.

This varied organizational landscape allows the study to identify best practices and innovative approaches to JET and ITS, providing valuable insights for both established and emerging companies in the life sciences industry. The findings aim to offer actionable recommendations that are applicable across different organizational contexts, enhancing the overall understanding of executive retention in this dynamic industry.

#### **4.2.1.6 Implications of Sample Representativeness**

The representativeness of the qualitative sample in this study holds significant implications for the validity and applicability of its findings.

1. **Gender Balance**

- **Inclusivity:** The sample exhibited a relatively balanced gender distribution, which is noteworthy when compared to global senior management statistics that often

reflect gender disparities. This balance suggests an inclusive sample that is likely to capture a wide range of perspectives and experiences related to JE and ITS.

- **Diverse Perspectives:** By ensuring gender balance, the study benefits from diverse viewpoints, which enrich the analysis and interpretation of factors influencing employee retention. This diversity is crucial for understanding how gender dynamics may impact job satisfaction and career decisions within the industry.

## 2. Geographic and National Diversity

- **Cultural Contexts:** The respondents' varied geographic and national origins significantly enhance the study's generalizability across different cultural and organizational contexts. This diversity allows for a more comprehensive understanding of how cultural factors influence JE and ITS.
- **Broader Applicability:** The inclusion of participants from diverse regions ensures that the findings are not limited to a single cultural or national perspective, thereby increasing the external validity of the study.

## 3. Organizational Diversity

- **Comprehensive View:** The representation of both large and small MNCs from different regions provides a holistic view of the factors influencing retention of PIEs. This diversity in organizational size and type allows for the exploration of how different corporate environments and resources impact employee retention strategies.
- **Varied Organizational Settings:** By including a range of organizational settings, the study can identify commonalities and differences in retention strategies across the industry, offering insights that are applicable to a wide array of companies.

Given the balance of the qualitative sample for these factors, it is likely to be both internally valid (i.e. representative of the life sciences industry) and externally valid (i.e. generalizable to the industry as a whole).

#### **4.2.2 Factor Alignment**

All responses aligned with the 40 Job Embeddedness factors previously identified in the literature review (Appendix III). No new factors (except for international exposure, which is commented on in point 4.2.9) emerged from the interviews, suggesting that the extant research had identified all significant JET factors affecting PIEs.

#### **4.2.3 Factor Scoring Methodology**

To quantify the relative importance and prevalence of each JE factor, a scoring system was implemented. This methodology combines frequency of mention with perceived importance, providing a nuanced understanding of each factor's significance.

The scoring formula was as follows:

$$\text{Score} = (\text{Frequency of Mention}) \times (\text{Importance Level})$$

Importance levels were weighted to reflect their relative significance.

- Very Important: +2 points
- Important: +1 point
- Not Important: -1 point

##### **4.2.3.1 Implications of the Scoring System**

1. **Frequency Consideration:** By incorporating the frequency of mention, the scoring system accounts for how often a factor was brought up across all interviews, indicating its prevalence in PIEs' experiences.
2. **Importance Weighting:** The weighting system allows for differentiation between

factors that are frequently mentioned but may not be considered highly important, and those that are less frequently mentioned but are deemed crucial when they do arise.

3. **Negative Weighting:** The inclusion of a negative weight for “Not Important” factors enables the system to penalize factors that are mentioned but explicitly stated as not significant, providing a more accurate representation of factor importance.
4. **Comprehensive Evaluation:** This scoring method provides a balanced approach to evaluating factors, considering both their frequency and perceived importance, resulting in a more nuanced understanding of each factor’s role in JE for PIEs.

Table 6 shows the top 10 job embeddedness factors ranked according to this scoring system.

**Table 6: Top 10 Job Embeddedness Factors**

#	FACTOR	DIMENSION	SCORE
1	Organizational culture and values	on-the-job	57
2	Career growth opportunities	on-the-job	53
3	Leadership style	on-the-job	44
4	Strength of internal network	on-the-job	41
5	Total compensation	on-the-job	25
6	City of the workplace	off-the-job	25
7	Family perception of cultural fit	off-the-job	24
8	Leaving the city would be hard on my family	off-the-job	22
9	Work/life balance	on-the-job	18
10	Spousal employment	off-the-job	18

#### **4.2.4 Intention to Stay Measurement**

The average ITS level was 4.5 on a scale from 1 (“I see myself here for life”) to 7 (“I am seriously considering moving in the next 12 months”), which meant respondents were somewhat less inclined to remain in their current jobs than what was found in the pilot study, which had an average score of 3.4 points.

Appendix X presents the comprehensive results from the 26 qualitative phase interviews. This detailed breakdown did not markedly differ from the pilot study’s results but provided a more nuanced understanding of the relative significance of each factor in influencing ITS.

#### **4.2.5 Finding 1: Organizational Culture and Values, Career Growth Opportunities, and Leadership Style Are the Predominant Factors Influencing Intention to Stay**

The qualitative phase of the study corroborated the pilot phase findings, highlighting the significant impact of on-the-job factors on ITS among PIEs. The analysis identified three primary factors that substantially influence ITS: organizational culture and values, career growth opportunities, and leadership style.

##### **4.2.5.1 Organizational Culture and Values**

Organizational culture and values emerged as the most influential factor, with a score of 57. Participants consistently emphasized the importance of alignment with company values and culture in their decision to remain in their current roles. The following concepts were mentioned:

- Company values and integrity
- Compliance
- Company philosophy
- Alignment of values
- Company mission



- Sense of belonging
- Work ethic of company

Some illustrative quotes included:

“I could not work for a company that contradicts my values.”

– *49-year-old female born and working in the USA*

“It is key that the culture and values of my organization resonate well with my own.”

– *54-year-old male born in Latin America and working in Europe*

“The first thing I consider is the working atmosphere.”

– *50-year-old male born and working in Latin America*

#### **4.2.5.2 Career Growth Opportunities**

Personal and professional growth was identified as the second most critical driver, with a score of 53. This factor was closely linked to the company’s size and its investment in development programs. The following concepts were mentioned:

- Career prospects
- Learning opportunities
- Provision of people development program
- Company size–more career growth opportunities
- Company stability, size and growth
- Career growth–size and people managed
- Opportunity for career progression
- Organizational restructuring left no growth opportunities

- Company investment in professional development

Some illustrative examples:

“Personal and professional growth opportunities keep me in my job. The corporate culture is also crucial.”

– *40-year-old female born and working in Europe*

“A major downsizing of my company is affecting me indirectly because there will be fewer future job opportunities, leading me to look elsewhere.”

– *55-year-old male born in Latin America and working in Southeast Asia*

“What I like the most about my company is that I can change jobs every two years.”

– *51-year-old male born and working in Europe*

#### **4.2.5.3 Leadership Style**

Leadership style, encompassing both direct supervisors and overall company leadership, was the third most important factor, scoring 44 points. Participants highlighted the influence of both direct and indirect leadership relationships.

Some illustrative quotes:

“I left my company because of the toxic leadership style of my boss.”

– *48-year-old female born and working in Latin America*

“I like the proximity one has with the company’s leaders.”

– *51-year-old female born in Southeast Asia and working in Australia*

The participants’ internal network strength also had a high score (41 points), but 5 out of 16

respondents rated it unimportant. This factor included mentorship, sponsorship, and networking within the company. One participant mentioned:

“I spend three hours a week on building my internal network.”

– *41-year-old female born and working in the USA*

#### **4.2.6 Finding 2: Off-the-Job Factors Have a Marginal Influence on Intention to Stay**

The analysis of off-the-job factors revealed that these elements exert a comparatively marginal influence on ITS among PIEs in the life sciences industry, as shown in Table 6. Despite their lower ranking relative to on-the-job factors, certain off-the-job elements were identified as noteworthy.

##### **4.2.6.1 City of the Workplace**

The location of the job emerged as the most frequently mentioned off-the-job factor, with a score of 25. However, it is noteworthy that 6 out of 18 participants rated it unimportant.

Key Aspects:

- Weather
- Local cultural scene
- Ability to engage in sports
- Personal safety

Some illustrative quotes:

“I love my new city, but I would have moved regardless because the job opportunity was too great.”

– *56-year-old male born and working in Europe*

“I know this city is unsafe, but I was offered a general manager role that I could not refuse.”

– *58-year-old male born and working in Latin America*

#### 4.2.6.2 Family Perception of Cultural Fit

Family perception of cultural fit scored 24 points, highlighting the role of family support and their view of the respondent's alignment with the organization's culture.

Key concepts:

- Family's perception of values fit
- Family's support for international relocation
- Family's views of well-being or stress levels
- Spouse's perception of cultural fit
- Spouse's perception of stability and status

One participant noted:

“I do not place much importance on where I am stationed, but for my spouse, it is different because she needs to stay at home and does not have many connections.”

– *61-year-old male born and working in Europe*

“The most important thing for my family is that I am happy with my job and that I am not stressed out.”

– *48-year-old male born in Latin America and working in Germanic Europe*

#### 4.2.6.3 Leaving the City Would Be Hard on Family

The difficulty of relocating a family scored 22 points, with 3 participants rated it unimportant. This factor underscores the potential challenges associated with uprooting family life for career opportunities.

One participant noted:

“I worry about the impact that a new school will have on my children and the friends that

they will have to lose when I will change cities.”

– 55-year-old male born and working in Latin America

The findings indicate that while off-the-job factors such as the city of the workplace and family perceptions of cultural fit do play a role in influencing ITS, their impact is considerably less pronounced than that of on-the-job factors. These insights suggest that, while organizations should be mindful of these elements, particularly in terms of supporting family transitions and ensuring cultural alignment, the primary focus should remain on enhancing on-the-job factors to effectively retain talent in the life sciences industry.

#### **4.2.7 Finding 3: Gender Perspectives Converge on the Importance of Job Embeddedness Factors**

The analysis reveals that both male and female participants exhibit similar perspectives regarding the significance of job embeddedness factors, specifically organizational culture, career growth opportunities, and leadership style, in influencing their decision to remain in their current positions. Although there are slight variations in the prioritization of these factors between genders, the overall importance attributed to them is consistent.

**Table 7: Top Job Embeddedness Factors by Gender**

FACTOR	TOTAL SCORE	MALE SCORE	FEMALE SCORE
Organizational Culture and Values	57	39	18
Career Growth Opportunities	53	22	31
Leadership Style	44	28	16

##### **4.2.7.1 Gender-Specific Insights**

### **Organizational Culture and Values:**

- Men ranked organizational culture and values as the most critical factor, with a score of 39.
- Women assigned a score of 18 to this factor, indicating its importance but with less emphasis compared to career growth opportunities.

### **Career Growth Opportunities:**

- Women prioritized career growth opportunities as the foremost factor, scoring it 31.
- Men, while acknowledging its significance, scored it 22, after organizational culture and leadership style.

### **Leadership Style:**

- Both genders recognized leadership style as an essential factor, with an average score of 44.
- Unlike women, men placed this factor higher than career growth opportunities.

#### **4.2.7.2 Off-the-Job Factors**

Both male and female participants attributed marginal significance to off-the-job factors, such as family impact and city environment, suggesting a shared perspective across genders. This convergence indicates that, while personal circumstances are considered, they are secondary to job-related factors in influencing retention decisions. However, it is important to note that the restricted sample size limits the ability to draw definitive conclusions

#### **4.2.8 Finding 4: Growth Opportunities and Organizational Culture Are Pivotal Factors Influencing Both High and Low Intention to Stay Levels**

PIEs exhibiting low ITS levels, scoring above 4 on a scale from 1 to 7, frequently cited a toxic organizational culture, a lack of confidence in senior leadership, and insufficient career

advancement opportunities as primary reasons for their dissatisfaction. These factors contribute to a negative work environment, prompting employees to seek opportunities elsewhere.

“I do not have a clear view of the next step in my career and that is why I am actively looking for opportunities outside my company.”

– 46-year-old male born in Europe and working in the USA – (ITS score: 6)

Conversely, employees with high ITS levels, scoring below 3, often attributed their commitment to the organization to the presence of ample growth opportunities. A supportive company culture that fosters professional development and career progression significantly enhances PIEs’ willingness to stay.

“There are a lot of available positions, and I can apply directly even without consulting my boss.”

– 42-year-old female born and working in Europe – (ITS score: 2)

#### **4.2.9 Finding 5: Exposure to International Cultures Influences Intention to Stay**

The research identifies exposure to diverse cultures as a novel and significant on-the-job factor affecting employees’ intention to remain with their organizations. This factor is particularly relevant among international executives, highlighting the importance of cultural diversity in the workplace.

- Participants emphasized the value of interacting with diverse cultures as a critical determinant in their decision to continue their tenure. This exposure provides a unique perspective and enriches the work experience, making it a compelling reason for PIEs to stay.
- Unlike other factors discussed, international exposure does not fit within the 40 original JE factors documented in existing literature (Appendix III). This demonstrates its

- novelty and distinctiveness as a factor influencing executive retention.
- Participants frequently cited opportunities to engage with international subsidiaries through task forces or teams as examples of beneficial cultural exposure. These interactions facilitate a broader understanding of global business practices and enhance professional development.

One participant noted:

“It is very important to have an international perspective and work with different cultures.”  
– *48-year-old-male, born in Latin America and working in Europe*

This novel factor expands the understanding of job embeddedness and exhibits the evolving nature of factors that contribute to executive retention in a globalized workforce.

#### **4.2.10 Summary of Qualitative Findings**

The qualitative interviews showed the limited impact of off-the-job factors on PIEs’ decisions to stay in their organizations. Instead, the interviews exhibited the predominance of on-the-job experiences, such as growth opportunities and organizational culture, as primary influencers. These factors not only can drive PIEs’ commitment but also mitigate the adverse effects of external challenges, such as family situations or living in less favorable locations.

In addition to these established factors, the interviews identified exposure to diverse cultures as a novel and significant influence on PIEs’ intentions to stay. This cultural exposure, which falls outside the traditional JE framework, enriches the work experience and provides a unique perspective that is highly valued by PIEs.

### **4.3 Summary of Methodological Adjustments**

The qualitative phase of the study shaped the design of the survey questionnaire used in the



subsequent quantitative phase. This phase provided critical insights that informed both the content and structure of the questionnaire, ensuring it was tailored to capture the nuanced factors influencing PIEs' intentions to stay within their organizations.

#### **4.3.1 Demographic and General Information Adjustments**

To accommodate participants' preferences and enhance the inclusivity of the survey, a "rather not say" option was incorporated into questions regarding gender, age, marital status, and family composition. This addition was based on feedback from interview participants. Furthermore, the qualitative interviews influenced the rewording of several questions to improve clarity and relevance. For instance, "tenure" was replaced with "years in the organization group," and "mentor" was substituted with "internal network." Additionally, the scoring scale for "Intention to Stay" was adjusted from a 1 to 7 scale to a more intuitive 1 to 10 scale, aligning better with participants' preferences. The scale was also reversed, where 1 indicated a low intention to remain in the organization, and 10 a high one.

#### **4.3.2 Job Embeddedness Factors**

The study identified the ten most salient JE factors based on their frequency of citation and adjusted for their level of importance. A novel factor, "international exposure," emerged from the qualitative phase and was incorporated into the quantitative phase due to its equivalent scoring to the tenth-ranked factor.

1. I perceive a significant alignment between my personal values and the culture of the organization (57 points)
2. The career growth opportunities in my organization are excellent (53 points)
3. I have a strong internal network (44 points)

4. I have a favorable opinion of the leadership team members of my current company (41 points)
5. In my current company, I am well compensated for my level of performance (25 points)
6. I really love the city where I currently live (25 points)
7. My family believes that I fit well with my current company (24 points)
8. Leaving the city where we currently live can have an impact on family (22 points)
9. In my current job, I have ample freedom to manage my time (18 points)
10. My job utilizes my skills and talents well (14 points)
11. I participate in different international teams (14 points)

The questionnaire included these factors, categorized under the three dimensions of job embeddedness: links, fit, and sacrifice. Notably, there was an absence of an off-the-job links factor, prompting the addition of a question regarding the work status of the spouse, as recommended by Dr. Cem Tanova, co-author of the study “Using Job Embeddedness Factors to Explain Voluntary Turnover in Four European Countries” (Tanova & Holtom, 2008), who considered it a valuable indicator of PIEs’ attachment with their cities of residence.

The final questionnaire for the subsequent quantitative phase was constructed using the 12 factors shown in Table 8. Apart from the international exposure factor, these were all identified in the literature on job embeddedness among different groups, such as employees or managers. Therefore, the main distinction in this study was not the novelty of the factors identified in the qualitative phase, but rather the relative importance of on-the-job factors compared to off-the-job factors.

**Table 8: Job Embeddedness Factors**

	ON-THE-JOB	OFF-THE-JOB
LINKS	I have a strong internal network  I participate in different international teams	Spousal work status
FIT	I perceive a significant alignment between my personal values and the culture of the organization  I have a favorable opinion of the leadership team members  I have ample freedom to manage my time  My job utilizes my skills and talents well	I really love the city where I currently live  My family believes that I fit well with my current company
SACRIFICE	The career growth opportunities in my organization are excellent  I am well compensated for my level of performance	Leaving the city where we currently live can have an impact on family

#### **4.4 Quantitative Phase Findings**

The quantitative phase of the study built upon the insights gained from the qualitative phase, while introducing several key methodological distinctions to enhance the depth and breadth of the research. This phase was strategically designed to provide a more comprehensive and statistically robust analysis of the relationship between JE factors and ITS. The following elaborates on the three primary areas of divergence from the qualitative phase:

1. **Focused Scope on Salient Job Embeddedness Factors:** The quantitative phase narrowed its focus to specifically examine the JE factors identified as most salient during the qualitative phase. This targeted approach allowed for a more in-depth

analysis of the factors deemed most influential in shaping employees' intentions to stay within their organizations.

2. **Alignment with Research Questions:** Data collection was designed to provide quantitative responses to the following RQs:

- RQ1 (Descriptive): Aimed at providing a statistical overview of the relationship between the JE factors and ITS.
- RQ2 (Comparative): Focused on comparing the relative importance and impact of different JE factors on ITS across different sub-categories.

The findings from RQ1 and RQ2 were then utilized to inform:

- RQ3 (Explanatory): Seeking to explain the relationships and patterns observed between JE factors and ITS.
- RQ4 (Normative): Aimed at deriving actionable insights and recommendations to human resource practices based on the analytical findings.

3. **Enhanced Methodology and Sample Size:** Data was gathered through an online survey, encompassing a sample of 358 participants. This expanded sample size was implemented to enhance the generalizability of the research findings.

These methodological distinctions were implemented to provide a more comprehensive and robust analysis of the JE factors and their relationship to ITS.

#### **4.4.1 Quantitative Sample Representativeness**

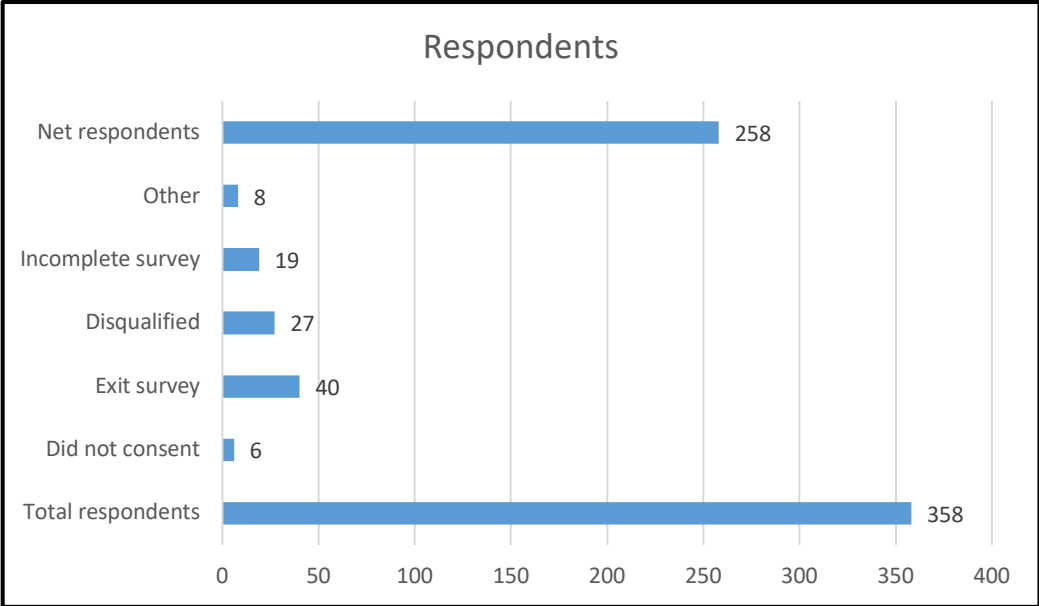
The quantitative phase of the study was conducted over a two-month period, resulting in 258 qualified responses from an initial pool of 358 participants.

##### **4.4.1.1 Survey Completion and Participant Screening**

The discrepancy between the total participants and qualified responses is detailed in Figure 9.

A significant number of respondents (59) did not complete the survey, either due to incomplete responses or voluntary withdrawal. Additionally, disqualification criteria were applied to participants whose job roles did not align with the survey’s target demographic, such as consultants, business owners, or non-management employees. This screening ensured that the data collected was relevant and aligned with the research objectives.

**Figure 9: Respondent Breakdown**



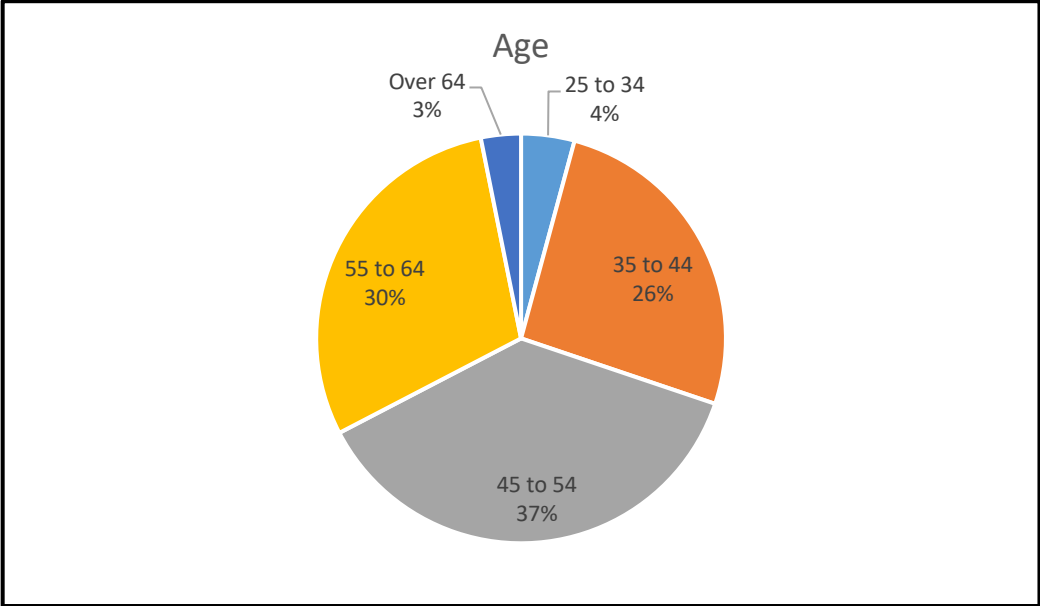
**4.4.1.2 Gender Distribution**

The demographic analysis revealed a higher proportion of male respondents (66%) compared to the qualitative phase (59%). This gender distribution is consistent with global trends in senior management, where men occupy a majority of leadership roles. According to the Grant Thornton International Business Report men held 71% of senior management positions worldwide in 2021, reflecting the sample’s alignment with broader industry patterns.

**4.4.1.3 Age Distribution**

The age distribution among respondents was found to be consistent with their respective managerial or executive positions, with a significant 70% of respondents being aged 45 years or older. This demographic trend reflects the typical age range associated with higher-level management roles. Figure 10 provides a detailed breakdown of the various age brackets represented in the survey, offering further insight into the age-related dynamics within the sample population. This alignment between age and job position underscores the study’s relevance to understanding the demographic characteristics of individuals in senior management roles.

**Figure 10: Respondent Age**

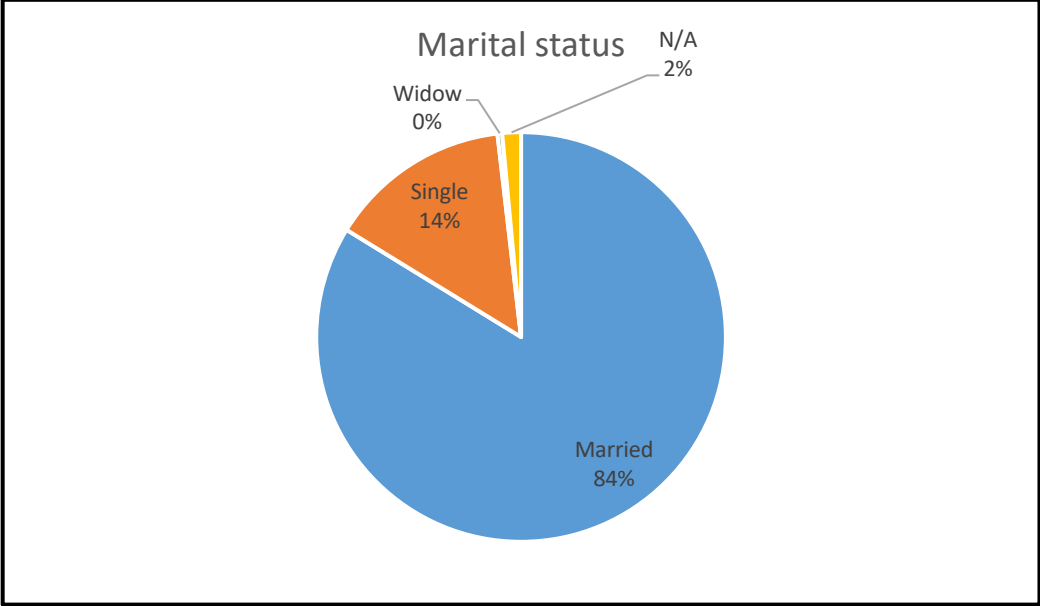


**4.4.1.4 Marital Status and Parental Responsibilities**

The demographic analysis uncovered notable trends concerning marital status and parental responsibilities among the respondents. As illustrated in Figure 11, a substantial majority of the participants, accounting for 84%, reported being married. Additionally, more than half of the respondents, specifically 54%, indicated having children under the age of 18. The selection of this age threshold was strategically informed by the presumption that children over 18 years of age are

likely to have moved out of the parental home, thereby approximating a household dynamic akin to one without dependent children for the purposes of this analysis. While cultural and nationality factors play a significant role in determining the age at which young people move out of the family home, the unique circumstances of international executive families can lead to variations from traditional norms. According to the discussions during the qualitative interviews and the researcher’s prior experience as a PIE, the interplay of frequent relocations and access to global education and career opportunities encourage PIEs’ children to move out at a young age regardless of their cultural background.

**Figure 11: Respondent Marital Status**

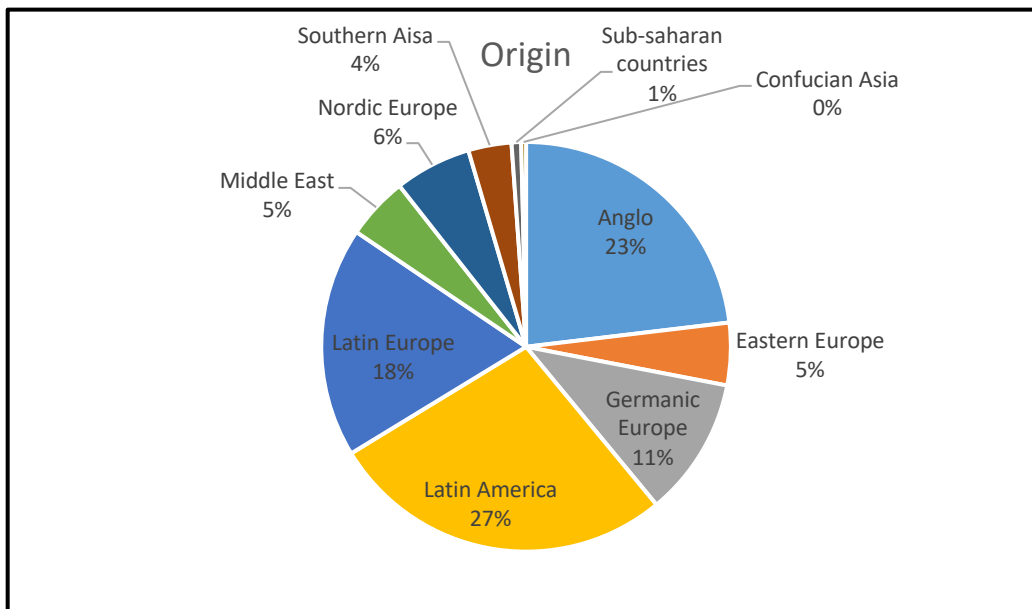


**4.4.1.5 National Origin**

Figure 12 illustrates the diverse nationalities represented within the sample population. The participants’ countries of origin were categorized according to the cultural clusters delineated in House’s (House, 2004) GLOBE (Global Leadership and Organizational Behavior Effectiveness).

This categorization was employed to ensure statistically significant sample sizes. This framework identified ten distinct regional clusters of societies exhibiting similar cultural characteristics. Appendix XVI shows the list of countries in each cluster. Data analysis revealed that a plurality of participants (40%) originated from European regions, encompassing Nordic Europe, Germanic Europe, Latin Europe, and Eastern Europe. Comparable respondents were observed from Anglo (23%) and Latin American (27%) countries.

**Figure 12: National Origin**



#### 4.4.1.6 Geographic Distribution

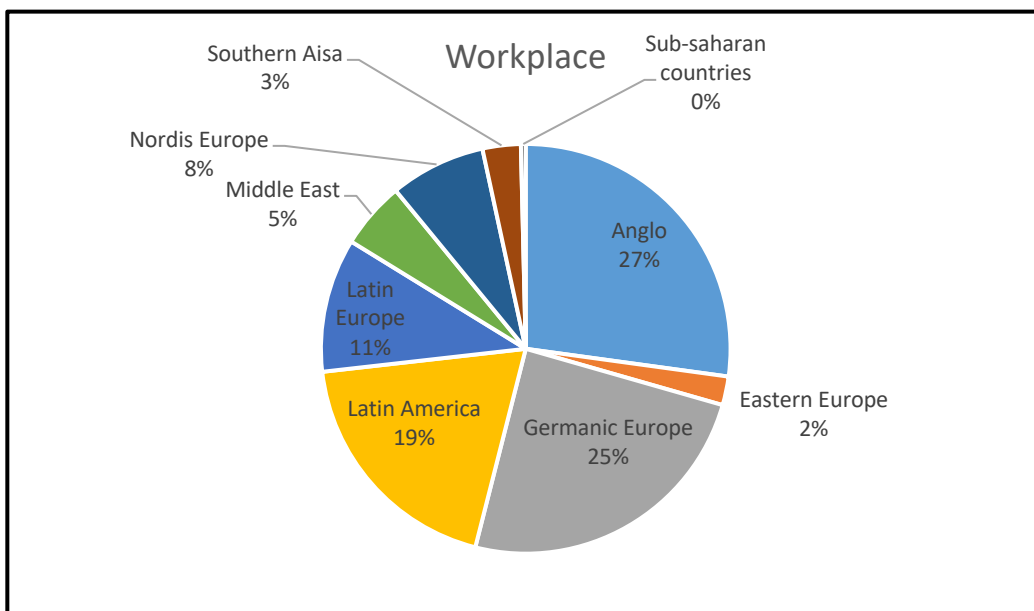
Figure 13 delineates the geographical distribution of respondents' employment locations at the time of the survey, systematically categorized in accordance with the GLOBE classification framework.

According to EvaluatePharma, a leading source of commercial intelligence for the pharmaceutical sector, the United States (classified within the Anglo cluster), Germany and



Switzerland (both within the Germanic cluster), and the United Kingdom (also part of the Anglo cluster) were identified as the primary locations housing the world’s largest pharmaceutical companies. The sample distribution in this study demonstrated a strong correlation with this established industry landscape. Notably, 52% of respondents reported working in countries within the Anglo and Germanic clusters, underscoring the concentration of pharmaceutical activity in these regions.

**Figure 13: Country of Workplace**



Appendix XVII shows the number of respondents by each individual country of origin and workplace.

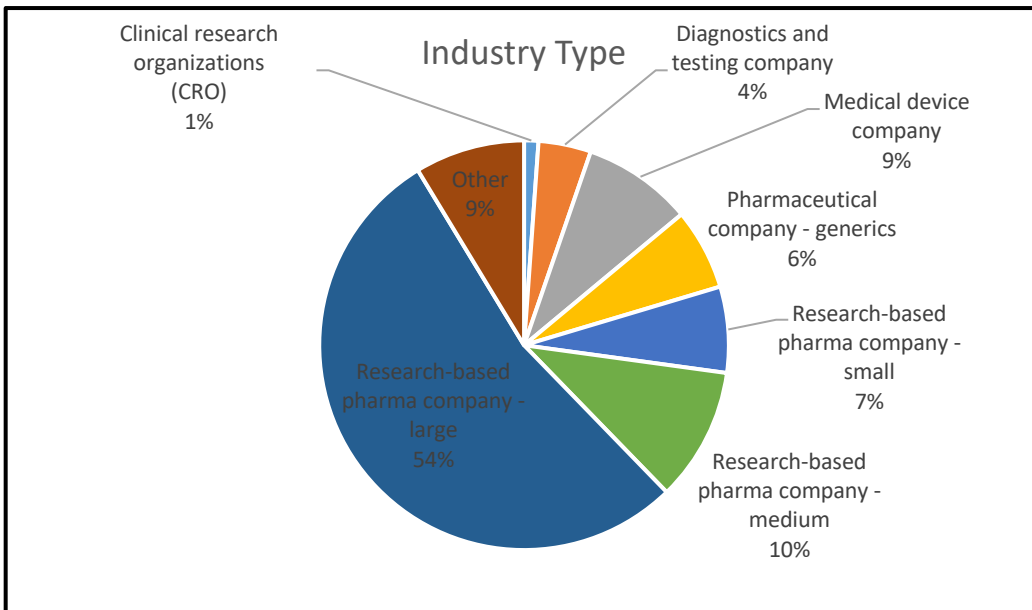
#### 4.4.1.7 Industry Type and Job Positions

All respondents were employed in the life sciences industry, with a significant majority, 71%, specifically working in the research-based pharmaceutical sector, as detailed in Figure 14.

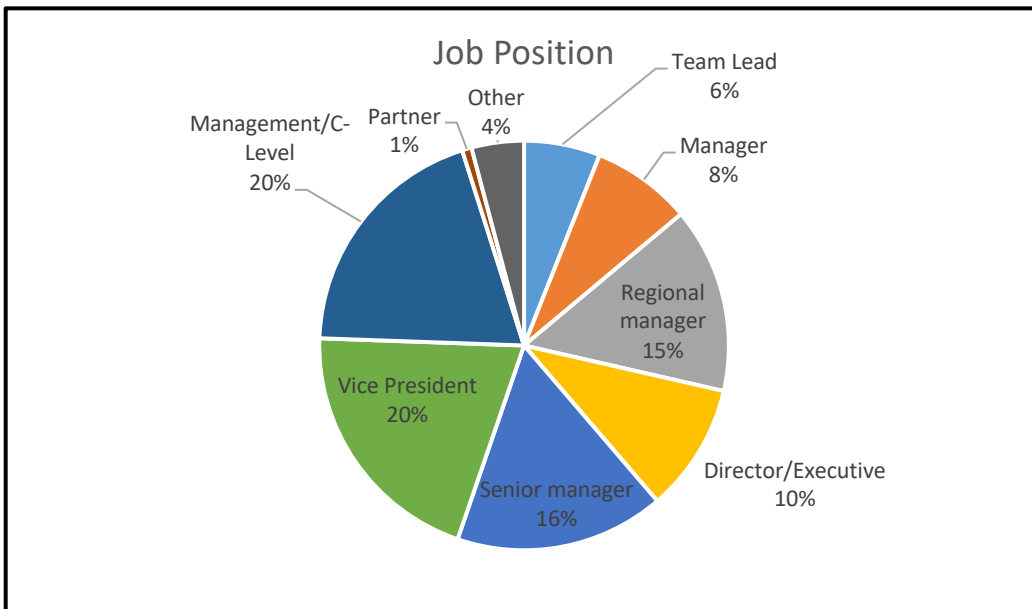
All respondents held at least a managerial-level job position, while 66% of the sample held executive roles (CEO, C-level executives, and other high-ranking executive roles), as illustrated

in Figure 15.

**Figure 14: Industry Type**



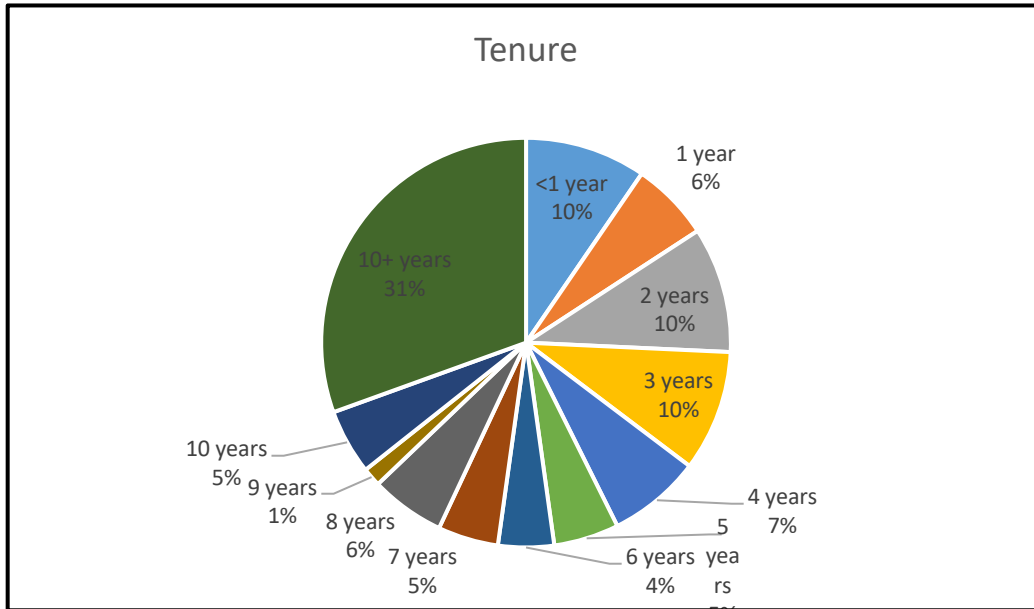
**Figure 15: Job Position**



#### 4.4.1.8 Tenure with Organization

The mean organizational tenure was 8.3 years. Notably, one-third of participants reported an organizational tenure exceeding 10 years.

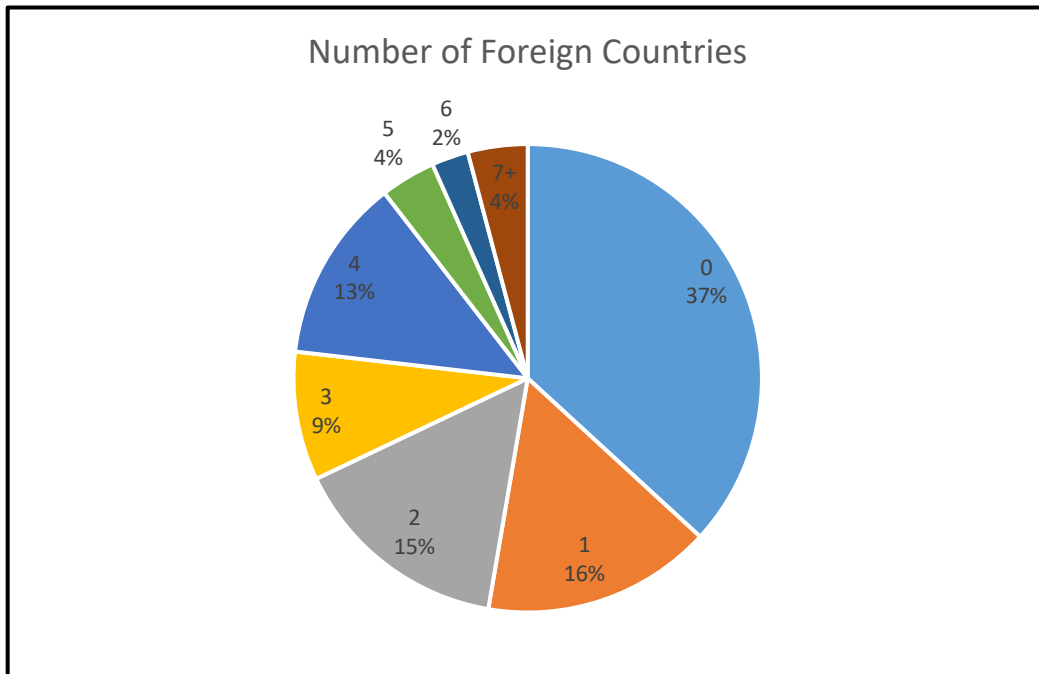
**Figure 16: Tenure with Organization**



#### 4.4.1.9 International Experience

Participants had significant international experience (Figure 17 shows the number of countries PIEs have been expatriated to for at least six months).

**Figure 17: International Exposure**



Two-thirds of respondents have worked internationally in at least one country, while over one-third have worked in three or more countries, highlighting a notable degree of global mobility and cross-cultural competence.

#### **4.4.1.10 Implications of Sample Representativeness**

The sample from this quantitative survey was very varied and, in many cases, reflected the demographics of PIEs working for MNCs, mainly in the Western hemisphere. This diverse sample composition provided a representative cross-section of PIE employees, allowing for a robust analysis of JE factors and their impact on the intention to stay within organizations.

This comprehensive nature of the sample enhanced the validity of the following key findings:

#### **4.4.2 Finding 1: There Is a Robust Positive Relationship Between Job Embeddedness and Intention to Stay**

The quantitative analysis revealed a robust, positive relationship between JE and ITS. This relationship was examined through two regression models: a basic linear regression and an extended regression model incorporating potential confounding factors.

##### **4.4.2.1 Basic Linear Regression Model**

The basic linear regression model demonstrated that JE explained 37.3% of the variability in the ITS scores ( $R\text{-squared}=0.373$ ,  $p<0.01$ ). For each unit increase in the JE score, ITS increased by 0.287 units ( $\beta = 0.287$ ,  $p < 0.01$ ), with a statistical power of 99%.

The regression equation was formulated as:  $ITS = \alpha + \beta * JE \text{ score} + \mu$

Regression results:

VARIABLES	Intention to Stay
Job Embeddedness score	0.287*** (0.0197)
Constant	-5.899*** (0.950)
Observations	258
R-squared	0.373

Robust standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

#### 4.4.2.2 Extended Regression Model

To account for potential confounding factors, an extended regression model was employed, incorporating variables such as gender, age, marital status, family composition, country of origin, country of work, job position, tenure, number of foreign assignments, and type of organization.

The extended regression model yielded similar results, with the JE score remaining a significant predictor of ITS ( $\beta = 0.300$ ,  $p < 0.01$ ), and an increased explanatory power ( $R^2 = 0.482$ ).

The extended regression equation was formulated as follows:  $ITS = \alpha + \beta_0 * JE \text{ score} + \beta_1 * \text{female} + \sum_{i=2}^6 \beta_{2i} * \text{age range} + \sum_{i=1}^3 \beta_{3i} * \text{marital status} + \beta_4 * \text{children} + \sum_{i=1}^9 \beta_{5i} * \text{country of origin} + \sum_{i=1}^9 \beta_{6i} * \text{country of work} + \beta_7 * \text{Nomad} + \beta_8 * \text{Tenure} + \sum_{i=1}^6 \beta_{9i} * \text{job position} + \sum_{i=1}^5 \beta_{10i} * \text{organization} + \mu$

Extended Regression Results:

VARIABLES	Intention to stay
Job Embeddedness score	0.300*** (0.0233)
Constant	-0.448

	(1.952)
Observations	258
R-squared	0.482

Robust standard errors in parentheses. Controls include gender, age, marital status, family composition, country of origin, country of work, job position, tenure, number of foreign assignments, and type of organization.  
\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

These results indicated that the relationship between JE and ITS was robust and not substantially altered by the inclusion of various control variables.

#### **4.4.3 Finding 2: The Impact of Job Embeddedness on Intention to Stay Is Not Significantly Moderated by Demographic or Occupational Factors**

The analysis of the relationship between JE and ITS demonstrated remarkable consistency across diverse demographic and occupational subgroups, suggesting its robustness and independence from these variables.

To investigate potential moderating effects, a series of interaction analyses were conducted, encompassing a wide array of subcategories: gender, age, nomadic status, family structure, marital status, organizational tenure, country of origin, and country of employment. The results consistently yielded statistically non-significant interaction terms ( $p > 0.05$ ), indicating the absence of substantial moderating effects on the JE-ITS relationship across these variables. Table 9 provides a comprehensive overview of the interaction analyses for the various subcategories examined.

As an illustrative example, the interaction term (JE score \* Gender) failed to reach statistical significance ( $\lambda$  coefficient = -0.00633,  $p > 0.05$ ), suggesting that the strength and direction of the relationship between job embeddedness and intention to stay did not differ significantly between genders, further supporting the stability of this association across demographic subgroups.

**Table 9: Multiple Regression Results**

SUB-CATEGORY	$\lambda$ COEFFICIENT	p
Gender	-0.00633	>0.05
Age	-0.0104	>0.05
Nomad Status	-0.0252	>0.05
Family Composition	-0.0318	>0.05
Marital Status	-0.00567	>0.05
Tenure	-0.0207	>0.05
National Origin (Vs. Rest of World)		
1-Latin America	0.0278	>0.05
2-Anglo	-0.0131	>0.05
3-East and Latin Europe	-0.0549	>0.05
4-Germanic and Nord Europe	0.0671	>0.05
Country of Workplace (Vs. Rest of World)		
1-Latin America	0.0750	>0.05
2-Anglo	-0.0268	>0.05
3-East and Latin Europe	-0.00518	>0.05
4-Germanic and Nord Europe	0.115	>0.05

Note: Appendix XIII includes tables with the details for each of the multiple interactions conducted.

However, it is important to note that the absence of statistically significant interaction effects did not necessarily imply the nonexistence of any interactions. Several alternative explanations warrant consideration:

1. **Unobserved Variables:** The model may have omitted influential variables, such as personality traits or environmental factors, which could potentially affect the relationship between JE and ITS.

2. **Sample Size Constraints:** The current sample size may lack the requisite statistical power to detect smaller interaction effects, thereby limiting the study's ability to identify subtle moderating influences.
3. **Measurement Error:** Inaccuracies in the measurement of JE or ITS could obscure nuanced interaction effects, potentially leading to an underestimation of their presence.
4. **Data Distribution Characteristics:** The specific distributional properties of the data may impact the detection of interaction effects, influencing the study's findings.

In summary, while the present findings suggest that JE factors operate independently across various demographic and professional subgroups, it is imperative to conduct further research. Future studies should incorporate larger sample sizes and additional variables to enhance the robustness and comprehensiveness of the analysis. Such efforts will contribute to a more nuanced understanding of the potential interactions influencing the JE-ITS relationship.

#### **4.4.4 Finding 3: The Geographic Location Has a Minimal Influence on the Intention to Stay in a Company**

The analysis of JE factors revealed that geographic location exerts minimal influence on employees' intention to stay within a company. Among the 12 distinct JE factors examined, two off-the-job factors—city of the workplace and relocation impact on PIEs' families—demonstrated notably minimal influence:

1. **City of the Workplace:** Regression analysis yielded a  $\beta$  coefficient of 0.355, which was not statistically significant ( $p > 0.05$ ), with an  $R^2$  of 0.010.
2. **Relocation Impact on PIEs' families:** This factor exhibited a  $\beta$  coefficient of 0.0366, also not statistically significant ( $p > 0.05$ ), with an  $R^2$  of 0.000.

The regression results for these factors are summarized in the tables below:



a) City of the workplace:

VARIABLES	Intention to stay
I really love the city where I currently live.	0.355 (0.224)
Constant	5.638*** (0.898)
Observations	258
R-squared	0.010

Robust standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

b) Relocation impact on family:

VARIABLES	Intention to stay
Leaving the city impact on family	0.0366 (0.150)
Constant	6.939*** (0.502)
Observations	258
R-squared	0.000

Robust standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

Further examination of the nomadic PIE subgroup (executives with experience working in at least one foreign country) yielded similar results, indicating minimal influence of these factors on ITS even within this subgroup, as shown in the following tables:

a) City of the workplace for nomad PIEs:

VARIABLES	Intention to stay
I really love the city where I currently live.	0.112 (0.259)
Constant	6.947***

	(1.056)
Observations	153
R-squared	0.001
Standard errors in parentheses *** p<0.01, ** p<0.05, * p<0.1	

b) Impact on family of leaving the city for nomad PIEs:

VARIABLES	Intention to stay
Leaving the city impact on family	0.182 (0.182)
Constant	6.804*** (0.626)
Observations	153
R-squared	0.007
Standard errors in parentheses *** p<0.01, ** p<0.05, * p<0.1	

Note: Only relevant variables shown. Full table available in Appendix XII

Key Observations:

1. **Weak Predictive Power:** The  $\beta$  coefficients for both factors in the multiple regression analysis were very close to zero (0.0852 and 0.00964, respectively), indicating minimal impact on ITS when considering other variables in the model (Appendix XIV).
2. **Weak Linear Relationship:** Correlation analysis (Appendix XV) revealed that those two factors had little to no linear relationship with the other JE factors or with ITS.
3. **Consistency Across Subgroups:** The minimal influence of these factors was consistent even within the nomad PIE subgroup, suggesting that geographical considerations play a limited role in ITS decisions across different PIE populations.

4. **Contrast with Other Factors:** Other JE factors, such as career growth opportunities ( $\beta = 0.773^{***}$ ) and family opinion of fit ( $\beta = 0.718^{***}$ ), demonstrated much stronger relationships with ITS (Appendix XIV).

In conclusion, this finding suggests that, contrary to some expectations, the geographical location of the workplace and the potential relocation impact on family do not significantly influence PIEs' intentions to stay with their current employer. This insight holds across both the general PIE population and the more mobile nomadic PIE subgroup. The results imply that other JE factors, particularly those related to career growth, organizational fit, and family perceptions of the job, play a more crucial role in retention decisions for this professional group.

#### **4.4.5 Finding 4: Four Job Embeddedness Factors Provided Most of the Explanatory Power**

The multiple regression analysis (Appendix XIV) revealed that four JE factors exhibited the highest explanatory power for ITS among PIEs. These factors, along with their respective standardized regression coefficients ( $\beta$ ), were identified as follows:

1. **Career growth opportunities:**  $\beta = 0.773$  ( $p < 0.01$ )
2. **Family opinion of fit:**  $\beta = 0.718$  ( $p < 0.01$ )
3. **Alignment of values:**  $\beta = 0.610$  ( $p < 0.01$ )
4. **Skills utilization:**  $\beta = 0.360$  ( $p < 0.01$ )

A subsequent analysis utilizing these top four JE factors as a reduced JE construct yielded significant results. This model explained 55.6% of the variability in ITS scores, representing a substantial improvement over the original 12-factor model (R-square: 0.373), demonstrating enhanced predictive capability.

The regression equation for the reduced JE construct was formulated as follows:

$$ITS = \alpha + \beta \cdot \text{Reduced JE (top 4 factors)}$$

VARIABLES	ITS
Reduced JE (top 4 factors)	0.675*** (0.0377)
Constant	-2.870*** (0.567)
Observations	258
R-squared	0.556

Standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

#### 4.5 Integration of Qualitative and Quantitative Results

The integration of qualitative and quantitative findings provides a comprehensive understanding of the factors influencing intention to stay among Peripatetic International executives. The qualitative phase exhibited that organizational culture and values, career growth opportunities, and leadership style were the primary determinants of ITS. Organizational culture and values emerged as the foremost factor, with participants emphasizing the alignment of personal and company values as crucial for job retention. Career growth opportunities were also highlighted, with participants associating professional development with the organization's size and investment in employee growth. Leadership style, encompassing both direct supervisors and executive leadership, was identified as a significant factor, influencing employees' decisions to remain with their current employer.

Conversely, off-the-job factors were found to have minimal influence on ITS. Factors such as workplace location and family perception of cultural fit were less significant compared to on-the-

job factors. The study also revealed that both genders attributed similar importance to job embeddedness factors, with company culture, career prospects, and leadership style being the most critical. Furthermore, the findings indicated that growth opportunities and company culture were pivotal in explaining both high and low ITS levels. Notably, exposure to different cultures emerged as a novel on-the-job factor influencing ITS, highlighting the importance of international exposure for employees, particularly those in executive roles.

The quantitative phase, informed by the qualitative findings, incorporated these insights into a survey questionnaire, revealing a significant relationship between JE and ITS among PIEs. Results consistent across both phases include:

1. Relative importance of on-the-job factors over off-the-job factors in determining ITS, with emphasis on alignment of personal values with organizational culture and career growth opportunities. The quantitative results further confirmed the marginal role of the off-the-job factors by assigning to the geographic location and the relocation impact on the family a statistically nonsignificant role.
2. Stability of the JE-ITS relationship across diverse demographic and occupational subgroups. Interaction analyses across various subcategories, including gender, age, nomadic status, and family structure, consistently produced statistically non-significant interaction terms ( $p > 0.05$ ).

In the quantitative analysis, two significant factors—skills utilization and family perception of the fit between the PIE and their organization—emerged as noteworthy, despite not being ranked among the primary indicators of embeddedness during the qualitative interviews, as illustrated in Table 10.

**Table 10: Job Embeddedness Factors – Qualitative Results**

FACTOR	TOTAL SCORE	MALE SCORE	FEMALE SCORE
Organizational Culture and Values	57	39	18
Career Growth Opportunities	53	22	31
Leadership Style	44	28	16
Family Perception of Fit	26	15	11
Skills Utilization	14	5	9

Examples of these two factors are:

“My family believes I should not leave this great company.”

– *32-year-old female born and working in Germanic Europe*

“Working for small biotechs means having to change after some years once the project is completed and the tasks become repetitive and less challenging.”

– *47-year-old female born in Latin Europe and working in Germanic Europe*

The recognition of skills utilization highlights the importance of ensuring that employees are able to effectively apply their competencies within their roles, thereby enhancing job satisfaction and commitment. Similarly, the family’s perception of the fit between the PIE and the organization exhibits the broader social and familial context in which employment decisions are made, suggesting that family support and alignment with organizational values can play a crucial role in influencing an employee’s intention to stay.

## **4.6 Summary**

The findings from the pilot, qualitative, and quantitative phases of data gathering can be succinctly summarized into four key points.

1. **Sample Representativeness and Validity:** The work gathered data from a sample of PIEs that was both representative enough and large enough to provide results that were internally and externally valid.
2. **Correlation Between JE Factors and ITS:** The work found that, in the context of PIEs in the life sciences industry, JE factors are correlated to ITS, as predicted by JET.
3. **On-the-Job vs. Off-the-Job Factors:** The work found that variance of on-the-job JE factors explained variance in ITS more than variance in off the job factors, highlighting the greater influence of workplace-related elements.
4. **Key On-the-Job Factors:** The work found that four on the job factors explained most of the variance in ITS.

Moreover, the integration of qualitative and quantitative data has shed light on potential causal mechanisms that underlie the relationship between JE factors and ITS. Notably, the size of the organization and its rate of innovation play a significant role in enhancing PIEs' intention to stay. This is because these factors can lead PIEs to perceive a wide array of career prospects within the company, thereby increasing their commitment to the organization. Similarly, participation in international teams or short-term international assignments can bolster PIEs' internal network, a critical factor in their decision to stay. Lastly, when a company invests in the therapeutic area of choice for PIEs, it allows them to effectively utilize their skills and talents, thereby increasing their engagement and commitment.

Conversely, toxic senior leadership can have a profound impact on the intention to stay of employees. It can result in a misalignment between organizational and personal values, potentially diminishing PIEs' intention to stay. Additionally, the positive perception of the company by PIEs'

family members can significantly influence ITS, as a favorable family perception of the company suggests a good fit between the PIE and the organization. This alignment between family perception and organizational values can play a crucial role in retaining PIEs, as it reinforces the overall support system that contributes to their professional satisfaction and stability within the company.

Collectively, these findings contribute to addressing the four research questions initially posed.

1. **Descriptive Question (RQ1):** What is the relationship between job embeddedness (JE) factors and intention to stay (ITS)?
2. **Comparative Question (RQ2):** How does the relationship between JE factors and the ITS of Peripatetic International Executives (PIEs) in life science multinational corporations (MNCs) vary across different sub-categories of PIEs?
3. **Explanatory Question (RQ3):** To what extent and in what ways does the Job Embeddedness Theory (JET) explain the variation in ITS among PIEs in life science MNCs?
4. **Normative Question (RQ4):** How does a JET-based explanation of ITS among PIEs in life science MNCs inform management practices?

These insights will be explored and discussed in the following section, providing a deeper understanding of the implications for management practices and strategies aimed at enhancing employee retention within the life sciences industry.



## 5. Conclusions

The findings presented in the preceding section provide support for the Job Embeddedness Theory as an explanation of intention to stay and, by extension, voluntary turnover among Peripatetic International Executives. They also suggested that, amongst this research sample at least, not all JET factors were equal, whilst also suggesting possible mechanisms of the linkage between JET and ITS. This section discusses the implications of the study findings as answers to the four research questions, together with this study's contributions to theory, knowledge, methodology, and practice. Finally, a list of limitations and suggestions for further research is included.

### 5.1 Implication of Findings for the Research Questions

The results from both qualitative and quantitative phases have identified the predominance of on-the-job factors over off-the-job factors in determining ITS and the salience of some JE factors over others, with the following implications in relation to the research questions posed.

#### 5.1.1 Descriptive Research Question (RQ1): What Is the Relationship Between Job Embeddedness Factors and Intention to Stay?

The findings support the prediction of JET that a positive correlation exists between JE Factors and ITS in the following ways:

1. **There Is a Robust, Positive Correlation Between Job Embeddedness Factors and Intention to Stay:** Both qualitative and quantitative phases demonstrated this relationship. Quantitative analysis indicated that JE factors accounted for 37.3% of the variability in ITS scores, with a unit increase in JE score corresponding to a 0.287 unit

increase in ITS. This significant finding shows the substantial influence of JE factors on ITS, surpassing the explanatory power of widely used constructs such as job satisfaction and organizational commitment, which, according to extant literature, account for only minimal variance (Holtom et al., 2008).

2. **On-the-Job Factors Exert a More Substantial Influence on the Intention to Stay Compared to Off-the-Job Factors:** The study identified on-the-job factors as the primary drivers of ITS among PIEs.
  - **Influential On-the-Job Factors:** Within the spectrum of on-the-job factors, certain elements emerged as particularly impactful on ITS. These include opportunities for career advancement, alignment with organizational culture and values, leadership style, and the effective utilization of skills. Notably, compensation did not feature prominently among the priorities of PIEs, although it may be indirectly associated with career advancement.
  - **Marginal Influence of Off-the-Job Factors:** Contrary to prevailing literature, off-the-job factors such as the geographical location of the workplace and the implications of potential relocation on family life exhibited minimal influence on ITS. This finding held true even for the nomadic subgroup of PIEs, who have previously undertaken at least one expatriation assignment. These results exhibit the predominance of job-related factors in the decision-making processes of PIEs concerning their retention or departure from their current employer.
3. **The Influence of Family's Perception on the Family Member's Sense of Fit with Their Organization Significantly Impacts their Intention to Stay.** This observation aligns with existing JE literature, as noted by Simon (Simon, 1958), Mobley (Mobley

et al., 1982), and Lee and Maurer (Lee & Maurer, 1999), and highlights the role of family in shaping an individual's decision to stay or leave an organization.

Ramesh and Gelfand (2010) further conceptualized family embeddedness through three dimensions: family links, which refer to the connections family members have with the organization; family fit, which pertains to the family's perception of how well the organization aligns with the employee; and family sacrifice, which involves the potential losses the family might incur if relocation occurs.

This study offers a novel insight specific to PIEs, emphasizing that the perceived suitability of the organization for the individual is critical. For instance, the sentiment "*My family thinks this organization is a good fit for me*" emerges as a primary factor. In contrast, the roles of family links and family sacrifice are relatively marginal in influencing PIEs' turnover intentions.

This finding suggests that, for PIEs, the endorsement of the organization by family members, in terms of its appropriateness for the individual, holds greater weight than the extent of familial connections to the organization or the sacrifices involved in potential relocation. Consequently, organizations aiming to retain PIEs might benefit from fostering a positive perception among employees' families regarding the organization's fit for their family member.

The implications of these findings suggest that organizations aiming to enhance employee retention should prioritize the enhancement of on-the-job factors. By focusing on elements such as career development, cultural alignment, and leadership quality, organizations can more effectively address the determinants of ITS. Conversely, efforts to mitigate off-the-job concerns

may yield limited impact on turnover intentions, thereby warranting a strategic emphasis on job-related factors in retention initiatives.

### **5.1.2 Comparative Research Question (RQ2): How Does the Relationship Between Job Embeddedness Factors and the Intention to Stay Vary Across Different Sub-Categories?**

The study's qualitative and quantitative findings reveal no significant variations across the different sub-categories of PIEs.

- 1. The Relationship Between Job Embeddedness Factors and Intention to Stay Is Not Significantly Moderated by Sub-Categories:** The investigation indicates that the relationship between JE factors and ITS does not significantly differ across various nationalities or job-related sub-categories. This suggests that the JE factors identified among PIEs operate independently of demographic variables. During the qualitative phase, the study found no significant differences in preferences across diverse demographic groups, including gender and age. This finding was corroborated by the quantitative phase, where multiple interaction analyses revealed no statistically significant moderating effects of gender, age, nomad status, family composition, marital status, tenure, country of origin, and country of work.

These results appear to contradict existing research on demographic differences in work values within multinational companies. For instance, (Cogin, 2012) identified age and gender-related preferences and attitudes in a multi-country review of generational differences in work values. A possible explanation for this discrepancy is that individuals attracted to senior international executive positions, may share a common set of preferences, attitudes, and values regarding work and work-life balance, irrespective of

their demographic background.

2. **Nomad Executives Also Show a Relative Absence of Moderating Factors in the Relationship between Job Embeddedness and Intention to Stay:** Nomad Executives, defined as individuals who have experienced at least one foreign assignment in their careers, also exhibit a lack of significant moderating factors in the relationship between JE and ITS. The findings did not identify any substantial influence of off-the-job factors, which remained consistent. This finding challenges the assumption that geographical considerations might be more critical for internationally mobile executives.
3. **Organizational Factors:** Although this study did not identify significant variations in ITS across personal demographic factors, qualitative interviews highlighted the importance of organizational factors. Specifically, participants perceived that company size, and the rate of innovation were influential in shaping career growth opportunities, subsequently impacting their turnover intentions. One respondent noted:

“My major drivers are career growth and dealing with more complex environments. I am now looking elsewhere because my company does not have a bright future.”

– *56-year-old male born in Latin Europe and working in an Anglo country*

This finding exhibits the critical role organizational characteristics play in retention. Larger companies and those with higher rates of innovation appear to offer more robust career growth opportunities, which can mitigate turnover intentions for PIEs. Given their relatively high ambition levels, PIEs may prioritize organizational attributes that enhance their professional development and career progression over personal demographic factors when considering their intention to stay or leave.

These insights suggest that, while demographic factors may not significantly influence the relationship between JE and ITS, organizational characteristics play a pivotal role in shaping PIEs' career decisions. Organizations aiming to retain PIEs should focus on fostering environments that support career growth and innovation to align with the ambitions and professional aspirations of these executives.

### **5.1.3 Explanatory Research Question (RQ3): To What Extent and in What Ways**

#### **Does the Job Embeddedness Theory Explain the Variation in Intention to Stay?**

The JET provides a comprehensive framework for understanding the variation in ITS among PIEs. This conclusion is supported by the following findings:

1. **Job Embeddedness Theory Has Substantial Predictive Power.** The basic linear regression model indicated that JE explained 37.3% of the variability in ITS scores. This strong predictive power underscores the JE's relevance in understanding PIEs' staying intentions. Moreover, when the JE construct was refined to include only the top four factors, career growth opportunities, family opinion of fit, alignment of values, and skills utilization, its explanatory power increased significantly, explaining 55.6% of the variability in ITS scores. This improvement suggests that a more focused JE construct, explicitly tailored to PIEs, can enhance the explanatory power of JET. Concentrating on the most influential JE factors can provide a clearer understanding of retention dynamics. It is noteworthy, however, that JE theory fails to capture a considerable portion of the variance (63% in the basic linear regression) in ITS. This unexplained variance may be attributed to additional on-the-job and off-the-job factors not encompassed by the current theoretical framework. Furthermore, the influence of personality or psychological traits cannot be discounted; there may exist a subset of individuals predisposed to either leave or

remain with their organization, irrespective of external influences.

2. **Off-the-Job Factors Have Limited Explanatory Power.** JET's explanatory power for PIEs is primarily driven by job-related factors such as career growth opportunities, alignment with organizational culture and values, leadership style, and skills utilization. These factors are more critical in influencing PIEs' retention decisions than community or off-the-job factors.

This finding refines the understanding of JET's applicability, suggesting that off-the-job factors may be relevant in other contexts but are less significant for PIEs. This finding challenges the retention recommendations of Mitchell et al. (Mitchell et al., 2001), who suggested several off-the-job strategies to keep the best employees, such as influencing off-the-job links and sacrifices. This insight can help tailor retention strategies more effectively by focusing on the most impactful factors.

3. **The Variance in Intention to Stay Is Driven by a Complex Evaluation of Job Embeddedness Factors.** In addition to demonstrating the correlation between JET factors and ITS, the study provides insights into the causal mechanism at play.

The findings support the view that PIEs are ambitious and the prospects for career development is the most important factor influencing the ITS, assuming that cultural and leadership factors do not outweigh career opportunities. This suggests that the causal mechanism for the JE factor/ITS relationship involves a complex calculation that is deliberate but perhaps not wholly conscious. They factor in organizational growth, innovation and personal development opportunities within their current firm. Then they moderate this calculation with factors that might prevent them realizing the potential career opportunities, such as their view of their leadership and the culture of the company, which

might prevent them from working at their best. As one participant noted:

“The organizational culture and the possibility of interacting with and reporting to several people made me stay in the company even under toxic direct bosses. I knew that my company would have offer me a promotion in the short future.”

– *48-year-old female born and working in Latin America*

This complex mental calculation is consistent with earlier well accepted theories of motivation. For instance, off-setting reward attractiveness against factors that limit achievement is very closely aligned to Vroom’s expectancy theory (Vroom V.H., 1964). And the balance of attraction factors (i.e. career opportunities) vs factors that must be acceptable, can demotivate but don’t necessarily motivate (i.e. leadership and culture) is strongly resonant of Herzberg’s two-factor theory of motivation (Herzberg, F.I., 1987).

In conclusion, while JET provides a robust framework for understanding key job-related factors, such as career growth opportunities and alignment with organizational values, it is the complex evaluation of these factors that truly drives the variance in ITS. This study suggests that PIEs are not solely influenced by external job factors but also by an internal assessment of how these factors align with their personal and professional aspirations.

#### **5.1.4 Normative Research Question (RQ4): How Does a Job Embeddedness Theory-Based Explanation of Intention to Stay Inform Management Practices?**

The application of JET to understand the intention to stay among PIEs yields critical insights that can inform and enhance management practices within MNCs in the life sciences industry.

The following recommendations, derived from this study, are proposed to bolster PIE retention:



**1. Understand and, where possible, Align with PIE's Career Aspirations.** Organizations should begin by employing realistic job previews to clarify the psychological contract between the PIE and the organization. This approach reassures PIEs about transparency and helps avoid employing candidates with career advancement expectations that the organization cannot fulfill. Qualitative interviews revealed a pronounced need among PIEs for frequent job changes, on average less than every two years, which more conservative organizations may be unable to provide. As one PIE articulated:

“What I like about my company is that I have the freedom and autonomy to manage my career; I can apply to any position without consulting my superior.”

– *42-year-old male born and working in Latin Europe*

To address PIEs' need for novelty and change, organizations might consider frequently enriching job positions when career advancement opportunities are temporarily unavailable. Furthermore, given the significant influence international exposure has on ITS, involving PIEs in international teams or task forces for global projects and short-term international assignments could enhance retention. This strategy not only exposes candidates to future job opportunities but also increases the strength of their internal network, which, according to this study, is another critical factor influencing ITS.

**2. Ensure Organizational Values Are Shared and Aligned with Those of the PIE.**

Values-based job interviews are essential for identifying candidates who share similar values and fit with the company culture (McCord, 2018). However, it is more than finding the right candidate; it is also about understanding how they perceive that fit once they are on board. Since organizational culture reflects the values and beliefs of its leaders, it is important to assess PIEs' perceptions of the current culture and their desired culture. This

assessment allows organizations to identify what is effective and what requires change, thereby facilitating the introduction of modifications that align with PIEs' desired cultural values. To understand PIEs' values and assess cultural entropy (misalignment between organizational and personal values), organizations can use assessments like those introduced by Richard Barrett (2013) in *The Values-Driven Organization: Unleashing Human Potential for Performance and Profit*; these assessments are instrumental in ensuring cultural alignment.

- 3. Favor Leadership Styles that Align to PIE's Expectations.** Leadership should be adaptive and responsive to PIEs' ambitions and expectations, fostering an environment that supports their professional growth and satisfaction. Leaders should encourage internal mobility and actively provide opportunities for PIEs to take on new organizational roles or projects. Leadership training programs should focus on building skills and promoting a positive working atmosphere that encourages mobility, and growth and alignment with organizational values, which are key factors affecting ITS.
- 4. Prioritize PIE Capability Development and Dynamic Exploitation of Capabilities.** Skills utilization was identified among the top JE factors that influenced ITS. Organizations should invest in continuous learning and development opportunities that enhance PIEs' skills and competencies, increasing their engagement and commitment. These strategies not only support the organization's goals but also align with PIEs' expectations of their organization's initiatives to support their career growth. Offering access to learning resources, workshops, professional development courses, and international work experiences can support this goal.
- 5. Manage Off-the-Job Factors as Hygiene Issues.** In line with Herzberg's dual-factor

theory (Herzberg, F.I., 1987), which distinguishes motivators (that can lead to positive attitudes towards the job) and hygiene factors (that surround the ‘doing’ of the job), companies should manage off-the-job factors as essential working conditions. This includes, for instance, continuing to support PIEs’ relocation and their family adaptation to the new city. While the primary motivators for retaining PIEs may lie elsewhere, companies play a crucial role in ensuring a conducive off-the-job environment. Moreover, since the family perception of the company image significantly influences ITS among PIEs, initiatives aimed at improving family adaptation will have a positive impact.

In conclusion, a JET-based explanation of ITS among PIEs provides valuable insights for management practices. Organizations can significantly enhance retention by understanding and aligning with PIEs’ career growth expectations, ensuring organizational and personal values alignment. Further, adapting leadership style to manage PIEs’ expectations more effectively, and strategically utilize and develop PIEs’ skills and talents, can capitalize on the importance of these factors in influencing ITS. While off-the-job factors may have minimal influence, supporting relocation and family needs can contribute to a positive work environment. It is important to note that including family members as stakeholders in the company’s communication strategy can improve their perception of a good fit between the organization and the employed parent/spouse, contributing to talent retention.

By implementing these strategies, life science MNCs may not only retain top talent but also ensure sustained organizational success and growth in the long run.

## **5.2 Contributions**

### **5.2.1 Theoretical Contributions**

This research makes a contribution to theory by providing empirical evidence to support the explanatory power of JET and provides nuance regarding the mechanism of JET in this context.

The JET appears to be a robust framework for explaining voluntary turnover. The research results suggest a mechanism through which JE factors influence ITS among PIEs, a mechanism not previously identified in extant literature. This study contributes to the theoretical framework by delineating which JE factors are critical for this particular demography, enhancing the theory's applicability to executive turnover contexts. As Mitchell et al. (2001) articulated, employees exhibit a reduced propensity to leave when they are enmeshed in a network of connections they are reluctant to disrupt, with retention factors categorized into links, fit, and sacrifice. The present study extends this understanding by demonstrating that PIEs are similarly affected by an extensive array of factors that anchor them to their positions. Notably, due to their heightened career ambitions, which render them more susceptible to certain job-related factors, PIEs are less swayed by factors external to their professional environment.

### **5.2.2 Knowledge Contributions**

This study provides novel, empirically based knowledge of ITS and its antecedents in the life sciences industry.

1. **Validation of Job Embeddedness Theory:** The study empirically supports JET, demonstrating its relevance in explaining ITS among PIEs. The findings confirm that JE factors, particularly those related to the job, are significant predictors of ITS.
2. **Refinement of Job Embeddedness Construct:** The study refines the JE construct by identifying the top four JE factors—career growth opportunities, family opinion of fit, alignment of values, and skills utilization—enhancing the predictive power of JET.
3. **Reevaluation of Off-the-Job Factors:** The study challenges the traditional emphasis

on off-the-job factors, positing that these factors exert minimal influence on ITS among PIEs. This insight contributes to a more nuanced understanding of JE.

This research contributes to the existing body of knowledge by empirically validating the strong predictive power of JE factors on ITS, while highlighting the need for further investigation into additional variables that may influence employee retention decisions. The findings suggest that organizations seeking to enhance employee retention should focus on strengthening JE factors while also considering potential individual differences that may impact ITS beyond the current scope of JE theory.

### **5.2.3 Methodology Contributions**

This study provides an unusual example of applying an exploratory mixed-method approach. While mixed methods have been used in turnover intention research, such as in the study to examine turnover intentions among child welfare social workers (Tham, 2007), factors predicting registered nurses' intentions to leave their organization and profession (Moloney et al., 2018), and systematic reviews of the determinants and consequences of adult nursing staff turnover (Halter et al., 2017), this study is the first of its kind conducted within the life sciences industry and among a population of senior managers or executives, including international participants. The potential implications of this study for understanding and managing turnover intentions in these specific contexts are significant and can benefit the field of executive turnover and retention.

Another contribution to methodology has been the application of Alvesson and Sandberg's problematization approach (Alvesson et al., 2011) to the definition of the research questions in this study. This approach has rarely been used in management research despite its relevance to real-world management issues.

### **5.2.4 Practice Contributions**

The application of JET to understand ITS among PIEs offers several practical contributions that can enhance management practices. These contributions are pivotal in addressing the unique challenges of retaining high-caliber international talent.

1. **Alignment with Career Aspirations:** The study shows the importance of aligning organizational roles with the career aspirations of PIEs. By employing realistic job previews and maintaining transparency in the psychological contract, organizations can better match PIEs with roles that meet their expectations for career progression. This alignment is crucial, as PIEs often seek frequent job changes and international exposure.
2. **Cultural and Values Alignment:** Ensuring that organizational values resonate with those of PIEs is essential for retention. The study highlights the need for values-based recruitment processes and ongoing assessments of cultural alignment. By understanding and aligning with PIEs' values, organizations can create a supportive environment that fosters long-term commitment.
3. **Adaptive Leadership Styles:** The research emphasizes the necessity for leadership styles responsive to PIEs' expectations. Leaders should facilitate internal mobility and provide opportunities for professional development, aligning with PIEs' aspirations for growth.
4. **Capability Development:** The study identifies skills utilization as a critical factor influencing ITS. Organizations should invest in continuous learning and development initiatives that enhance PIEs' competencies. By offering access to professional development resources and international work experiences, MNCs can align with PIEs' expectations for career growth, thereby increasing engagement and retention.

5. **Management of Off-the-Job Factors:** While off-the-job factors may have a minimal direct impact on ITS, they are essential for creating a conducive work environment. The study suggests managing these factors as hygiene issues, supporting PIEs' relocation, and family adaptation. By addressing these needs, organizations can improve the overall perception of the company among PIEs and their families, contributing to a positive work environment and enhancing retention.

In summary, this study's practical contributions provide actionable insights for MNCs in the life sciences industry. By aligning career opportunities with PIEs' aspirations, ensuring cultural and values alignment, adopting adaptive leadership styles, investing in capability development, and managing off-the-job factors, organizations can enhance retention and ensure sustained success. Implementing these strategies will help retain top talent and foster a thriving organizational culture that supports long-term growth.

## 5.3 Limitations

This section critically examines the limitations inherent in the study's methodology and discusses the validity of the research findings. This analysis is essential for understanding the scope and applicability of the study's conclusions.

### 5.3.1 The Sample Selection Method Presents Several Limitations

1. **Selection Bias:** The reliance on the researcher's professional network and a singular platform, LinkedIn, introduces a potential selection bias. This approach may significantly compromise the external validity and generalizability of the findings to broader populations, as highlighted by Etikan et al. (2016). The sample may not

adequately represent the diverse range of PIEs within the life sciences industry.

2. **Overrepresentation:** There is a risk of overrepresenting certain subgroups within the sample. Participants who are more active on LinkedIn or exhibit a greater propensity to engage with surveys may be disproportionately included, leading to a skewed representation of the target population. Robinson (2014) supports this concern, noting the potential for such biases in survey-based research.
3. **Limited Representativeness:** The exclusion of specific demographic or psychographic segments of the PIE population exacerbates issues of representativeness. Executives with senior responsibilities, who may not be accessible through LinkedIn, are particularly underrepresented. Jager et al. (2017) emphasize the importance of capturing a comprehensive demographic spectrum to ensure representativeness.

As Bornstein et al. (2013) state, these limitations necessitate a cautious approach to data analysis and interpretation, particularly when attempting to extrapolate findings beyond the specific context of PIEs employed by life science MNCs.

### **5.3.2 Research Validity**

The validity of this study is supported by three considerations:

#### **5.3.2.1 Construct Validity**

The two primary constructs under investigation, job embeddedness and intention to stay, both adhere to Suddaby's 2010 criteria for clear constructs.

1. **Definition:** Both constructs are precisely defined within the extant literature. ITS is conceptualized as an employee's conscious and deliberate decision to maintain



employment with their current organization for a specified duration. This construct is typically operationalized through self-reported survey instruments that assess employees' perceived likelihood of remaining with their employer. Similarly, JE is well-defined in the literature, and its components were thoroughly examined during the research's qualitative and quantitative phases.

2. **Contextual Conditions:** The specific conditions under which these constructs apply have been meticulously delineated. The core attributes constituting these constructs—an employee's emotional attachment to the organization, perceived organizational fit, and anticipated sacrifices associated with departure—were empirically determined during the qualitative phase for both JE and ITS.

It is imperative, however, to acknowledge a significant limitation regarding utilizing ITS as a proxy for voluntary turnover. While turnover intentions are recognized as the strongest predictors of turnover behavior (Hom, Peter W. et al., 2012a), a notable discrepancy exists between reported intentions and actual turnover behavior. Meta-analyses indicate that turnover intentions account for only 15%-20% of the variance in turnover behavior (Griffeth et al., 2000; Hom & Griffeth, 1995). This phenomenon, wherein individuals remain in positions they ostensibly intend to leave, exemplifies what Verbruggen and De Vos (2020) term “career inaction.”

To overcome this limitation, this study treats ITS not as a proxy for voluntary turnover but as an antecedent. Griffeth and Alkorshy (Griffeth & Alkorashy, 2015) identified that ITS is a strong predictor of turnover. This approach is consistent with Li et al. (Li et al., 2016) suggestion that it must be treated as turnover's antecedent, not its surrogate.

### **5.3.2.2 Internal Validity**

The methodological approach employed in this study was designed to optimize internal

validity. This was achieved by implementing a mixed-methods design, combining qualitative and quantitative measures. This approach mitigates potential biases and self-reporting errors often associated with the sensitive nature of voluntary turnover research. The initial qualitative pilot phase informed the adaption of the questionnaire, ensuring relevance to the target audience. The subsequent qualitative phase provided a comprehensive understanding of factors affecting PIE retention beyond those identified in the extant literature.

### **5.3.2.3 External Validity**

The sample size and selection methodology suggest a reasonable generalizability within the life sciences industry. However, the extent to which these findings can be extrapolated to other knowledge-based industries remains speculative. While it is plausible that the research findings and conclusions may have some applicability in similar sectors, no definitive claims are made to this effect, maintaining a conservative stance on the study's generalizability outside of the sample. However, it seems likely that the conclusions of this work might have relevance to PIEs in industries that share the knowledge and capital-intensive characteristics of the life sciences industry.

In conclusion, while this study is designed to ensure strong construct validity and internal validity, the limitations in external validity and the complexities surrounding the ITS construct necessitate cautious interpretation and application of the findings outside of the life sciences setting. Future research should aim to address these limitations and further explore the nuanced relationship between turnover intentions and actual turnover behavior across diverse industrial contexts.

## 5.4 Suggestions for Further Research

Future research should address this study's limitations and explore additional areas to advance the understanding of JE and ITS among PIEs. The following suggestions outline potential avenues for further investigation.

1. **Expanding the Scope:** Subsequent studies should aim to incorporate more extensive and more diverse sample populations. By doing so, researchers can enhance the generalizability of findings and broaden the research scope to include various professional groups, industries, and cultural contexts. This expansion is critical for understanding the nuanced dynamics of JE and ITS across different settings.
2. **Understanding Long-Term Impact:** Employing longitudinal research designs is essential for gaining insights into the evolution of JE factors and ITS over time. Such designs are pivotal in understanding the long-term implications of these factors on job retention. Moreover, longitudinal studies offer the opportunity to replace ITS with voluntary turnover as the primary dependent variable, providing a more comprehensive analysis of retention dynamics.
3. **Inclusion of Unobserved Variables:** Future research should incorporate potential unobserved variables, such as personality traits, individual motivations, and external economic conditions. Including these variables will contribute to a more holistic understanding of JE and ITS, offering more profound insights into the interplay of various factors influencing retention of PIEs.
4. **Exploration of Off-the-Job Factors:** Although this study identified minimal influence from off-the-job factors, further research could investigate specific conditions or contexts where these factors may exert a more significant impact. This exploration could involve

examining different geographical regions or family dynamics to uncover potential variations in influence.

5. **Cross-Cultural Comparisons:** Investigating JE and ITS across diverse cultural contexts can yield valuable insights into how cultural norms and values shape retention of PIEs. Cross-cultural studies are instrumental in identifying universal JE factors and those that are culture-specific, thereby enhancing the global applicability of JE theory.
6. **Values Comparisons:** Future research should explore whether the values of PIEs are unique to them or observable at other organizational levels and contexts. Examining the underlying reasons for these shared values could provide deeper insights into work preferences across diverse demographic groups.
7. **Influence of Certain Organizational Practices.** It is important to investigate the impact of specific organizational practices related to innovation and career development on turnover intentions across various industries and organizational contexts. Furthermore, exploring the interaction between organizational factors and personal values or motivations could offer a more nuanced understanding of PIEs' retention dynamics.
8. **Impact of Organizational Changes:** Future research should examine how organizational changes, such as mergers, acquisitions, or restructuring, influence JE and ITS. Understanding the effects of such changes can aid organizations in managing transitions more effectively and mitigating potential increases in turnover intentions.

By addressing these areas, future research can significantly contribute to the body of knowledge on JE and ITS, providing valuable insights for both academic and practical application.

## 6. Appendices

### Appendix I: Literature Review – Document Classification Criteria – Example

Author	Year	Title	School of thought	Theme	Document type	Publication setting	Knowledge type	Key argument(s)
Tanova and Holtom	2008	Using job embeddedness factors to explain voluntary turnover in four European countries	Job embeddedness theory	Job embeddedness	Paper	Academic	Empirical	Turnover decision is not only about the individual's attitudes towards work or about the actual opportunities in the labour market, but also job embeddedness.
Cunningham, Fink & Sagas	2005	Extensions and Further Examination of the Job Embeddedness Construct	Job embeddedness theory	Job embeddedness	Paper	Academic	Empirical	Goal is to find global measures (i.e. encompassing single-item indicators) for each facet. Hypothesis: Job embeddedness, after controls of gender, ethnicity, and position, is positively related to stay intentions. And positively related to
Craig Crossley et al	2007	Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover	Job embeddedness theory	Job embeddedness	Paper	Academic	Empirical	Global measure that addresses the shortcomings of the original composite measure. And integration of the new construct with a traditional model of voluntary turnover (relationship between j.e. and dissatisfaction).
Hinkin T.R.	1995	A Review of Scale Development Practices in the Study of Organization	Job embeddedness theory	Job embeddedness	Paper			Benefits associated with using shorter measures
Ramesh et al	2010	Will they stay or will they go? The role of job embeddedness in predicting turnover in individualistic and collectivist cultures	Job embeddedness theory	Job embeddedness	Paper	Academic	Mixed	Turnover study across cultures on the basis of individualism-collectivism theory. New construct family embeddedness
Context	Methodology	Key quotes		My notes			Publication	
European data of em	Quantitative	Job embeddedness factors will improve the prediction of turnover beyond demographic factors, income, desirability and ease of movement and withdrawal behaviors.		March and Simon's model of desirability and ease of movement as predictors of turnover + interrelated connections both on and off the job an individual has (job embeddedness). Practical implications: mentoring programs to strengthen links, realistic job interview for fit, and offer			International Journal of Human Resource Management	
Intercollege softball	Quantitative	Control variables: gender (as Mitchell) + ethnicity + position within organization. Comparison vs affective organizational commitment, job satisfaction, job alternatives, job search, and stay intentions. Organizational		Test new construct and explanation why to further test validity. Global measure Vs composite. Job embeddedness vs affective org commitment, job satisfaction, job alternatives, job search, and stay intentions.			Journal of Sport Management	
Employees from a m	Quantitative	Theoretical, practical, and statistical limitations of composite measures. 1A- Job embeddedness will predict intention to search and intention to quit, beyond job satisfaction and perceived alternatives. 1B-JE will predict		The global measure predicts unique variance in intentions to search, intentions to quit, and voluntary turnover, even after we controlled for empirical overlap in the composite measure of embeddedness and other core variables commonly used to explain turnover. Contradicts			Management Department Faculty Publications. 34.	
							Journal of Management, 21	
Call center employe	Quantitative	Examine whether findings from dropping business model are applicable in a collectivistic culture, and whether culture moderates the relationship between different dimensions of job embeddedness and turnover, and the influence of the family on an individual's turnover decision and provide exploratory findings for a new construct -family embeddedness					The Journal of Applied Psychology	

## Appendix II: Job Satisfaction Survey

<p style="text-align: center;"><b>JOB SATISFACTION SURVEY</b>  Paul E. Spector  Department of Psychology University of South Florida  Copyright Paul E. Spector 1994, All rights reserved.</p>							
<p style="text-align: center;">PLEASE CIRCLE THE ONE NUMBER FOR EACH  QUESTION THAT COMES CLOSEST TO  REFLECTING YOUR OPINION  ABOUT IT.</p>		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT. Copyright Paul E. Spector 1994, All rights reserved.	Disagree very much 1	Disagree moderately 2	Disagree slightly 3	Agree slightly 4	Agree moderately 5	Agree very much 6
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

### Appendix III: Job Embeddedness Items

	<b><u>Organization</u></b>	<b><u>Community</u></b>
<b><u>Links</u></b>	<ol style="list-style-type: none"> <li>1. How long have you been in your present position? (years)</li> <li>2. How long have you worked for this organization? (years)</li> <li>3. How long have you worked in this industry? (years)</li> <li>4. How many coworkers do you interact with regularly?</li> <li>5. How many coworkers are highly dependent on you?</li> <li>6. How many work teams are you on?</li> <li>7. How many work committees are you on?</li> </ol>	<ol style="list-style-type: none"> <li>1. Are you currently married?</li> <li>2. If you are married, does your spouse work outside the home?</li> <li>3. Do you own the home you live in? (Mortgaged or outright)</li> <li>4. My family roots are in the community where I live.</li> <li>5. How many family members live nearby?</li> <li>6. How many of your close friends live nearby?</li> </ol>
<b><u>Fit</u></b>	<ol style="list-style-type: none"> <li>1. I like the members of my work group</li> <li>2. My coworkers are similar to me.</li> <li>3. My job utilizes my skills and talents well.</li> <li>4. I feel like I am a good match for this organization.</li> <li>5. I fit with this organization's culture.</li> <li>6. I like the authority and responsibility I have at this company.</li> <li>7. My values are compatible with the organization's values</li> <li>8. I can reach my professional goals working for this organization.</li> <li>9. I feel good about my professional growth and development.</li> </ol>	<ol style="list-style-type: none"> <li>1. I really love the place where I live.</li> <li>2. The weather where I live is suitable for me.</li> <li>3. The community I live in is a good match for me.</li> <li>4. I think of the community where I live as home.</li> <li>5. The area where I live offers the leisure activities that I like (e.g. sports, outdoors, cultural, arts)</li> </ol>
<b><u>Sacrifice</u></b>	<ol style="list-style-type: none"> <li>1. I have a lot of freedom on this job to decide how to pursue my goals.</li> <li>2. The perks on this job are outstanding.</li> <li>3. I feel that people at work respect me a great deal.</li> <li>4. I would sacrifice a lot if I left this job.</li> <li>5. My promotional opportunities are excellent here.</li> <li>6. I am well compensated for my level of performance.</li> <li>7. The benefits are good on this job.</li> <li>8. The health-care benefits provided by this organization are excellent.</li> <li>9. The retirement benefits provided by this organization are excellent.</li> <li>10. The prospects for continuing employment with this organization are excellent.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leaving this community would be very hard.</li> <li>2. People respect me a lot in my community.</li> <li>3. My neighborhood is safe.</li> </ol>

(Mitchell, Terence R. et al., 2001b)



## Appendix IV: Semi-Structured Qualitative Interview Guide

### **I-Introduction:**

"Thank you for setting aside time from your busy schedule to discuss why life science executives like you stay in their jobs or leave their jobs."

"Everything we discuss will remain anonymous, as explained in the document I sent you. "

"I would be recording this interview to fully concentrate on what you are saying and avoid missing anything if I take notes."

"Moreover, thank you for sending in the personal information form (check for any misunderstanding/incomplete information). I will be storing your file, which will be password-protected. Please note that anything I share with my supervisor - the only person with whom I share information at the individual level- will be blinded."

### **II-First order questions**

"You have xx years of experience in the life sciences industry. Can you tell in your experience what made you stay and what made you leave a job?"

Suggestions:

Let the respondent elaborate on any of the three dimensions—on and off the job and family—probe for understanding concepts.

### **II-Second order questions (on-the-job, off-the-job, and family)**

1. "You mentioned (list all the on-the-job factors the respondent -unprompted- talked about, using their own words)...was it anything else related to the job that you think was significant?"

a. (links) "What about the formal and informal connections and support between you and your colleagues, your supervisors, and the organization as a whole; what role, if any- did those connections play in your decision."

b. (fit) "Thinking about the degree to which your values, career goals, and plans fitted with the organization's culture and with the job you were doing, what level of importance would you assign to your decision to stay or leave."

c.(sacrifice) "When you were pondering to leave a job, what were you considering you would have needed to give up?"

2. "You mentioned (list all the off-the-job factors the respondent -unprompted- talked about, using their own words). Was there anything else outside your job that you think was important? (SHOW IMAGE#1) Please look at these different factors outside your organization. Was there anything here that influenced your decision?"

3. "You mentioned (list all the family factors the respondent -unprompted- talked about, using their own words)...was there anything else about your family influence that you think was important?" OR "You have talked a lot about things to do with the job and your community, but you have yet to talk about the role -if any- your family members played in your decision to stay or leave a job."

- a. (links) "To what extent were your family members connected to your company, and what role did that play in your decision?"
- b. (fit) "What was your family's perception of how well your company fitted you?"
- c. (sacrifice) "When you were thinking about leaving your company, what would your family (not you) need to give up if you moved?"

### **III-Reflection**

"Thank you for your answers. Please reflect on my understanding of this discussion, and you can tell me if I missed anything, got anything wrong, or added something you did not say. This is what I heard" (summarize reflections ordered by the three dimensions, on-the-job, off-the-job, and family)

"Is there anything else you want to add?"

### **IV-Intention to leave present job**

"You described the factors that made you decide to stay or leave. In the specific context of your present job. (SHOW IMAGE#3) where on this spectrum: I see myself here for life and am seriously considering moving. Please point out where you presently are. And what of those factors we previously discussed are in play here."

"Let me remind you that this is entirely confidential."

(supplementary question if the answer is incomplete) "You mentioned on-the-job factors. Are there any off-the-job or family factors in play here?"

### **V-Closure**

"Thank you very much for your time. I just have one final question. I understand that off-the-job factors are the most important, then (off-the-job) or (family) factors" (or any specific order) Is my understanding correct?

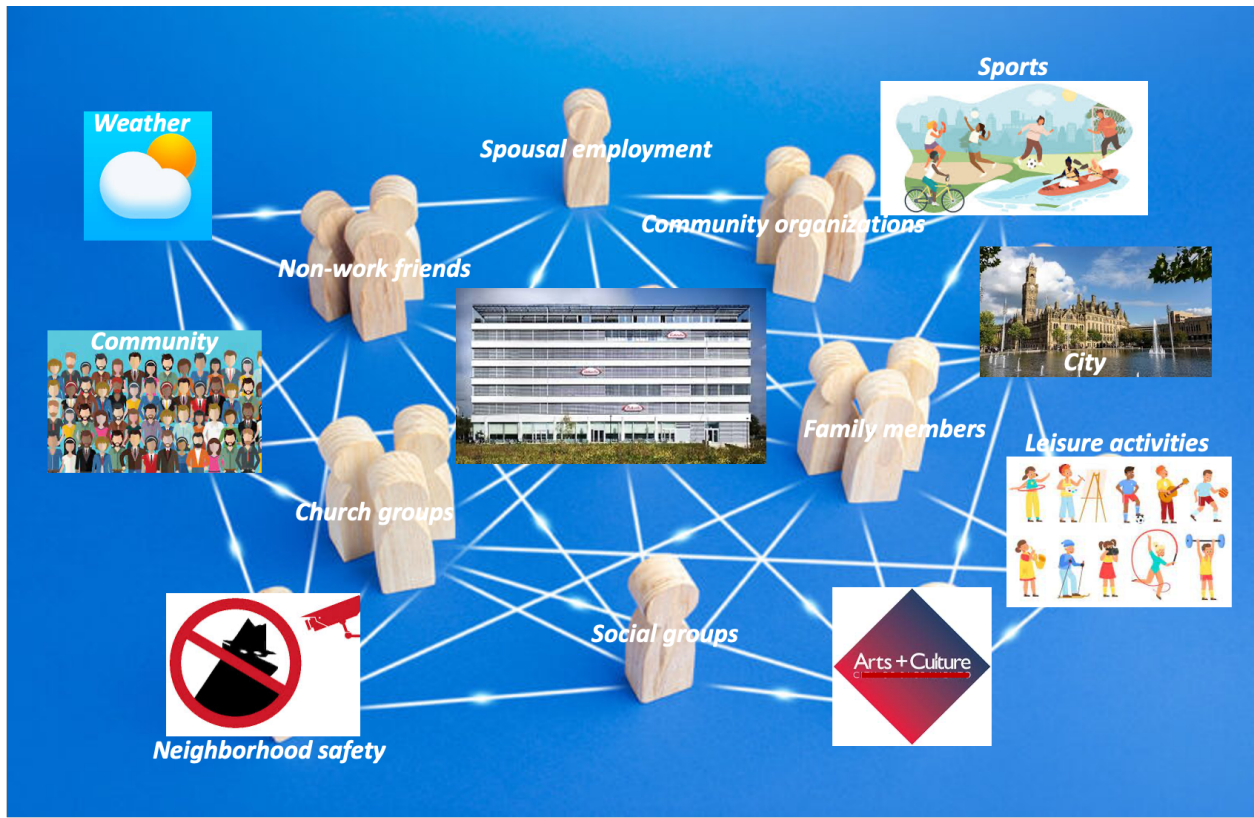
And is there anything else we missed that I should know about? We are about to end, and I do not want you to think, oh, I should have told him this or that."

"Thank you for your help. I'll now go away and analyze the interview. May I ask by email if I need to clarify anything?"

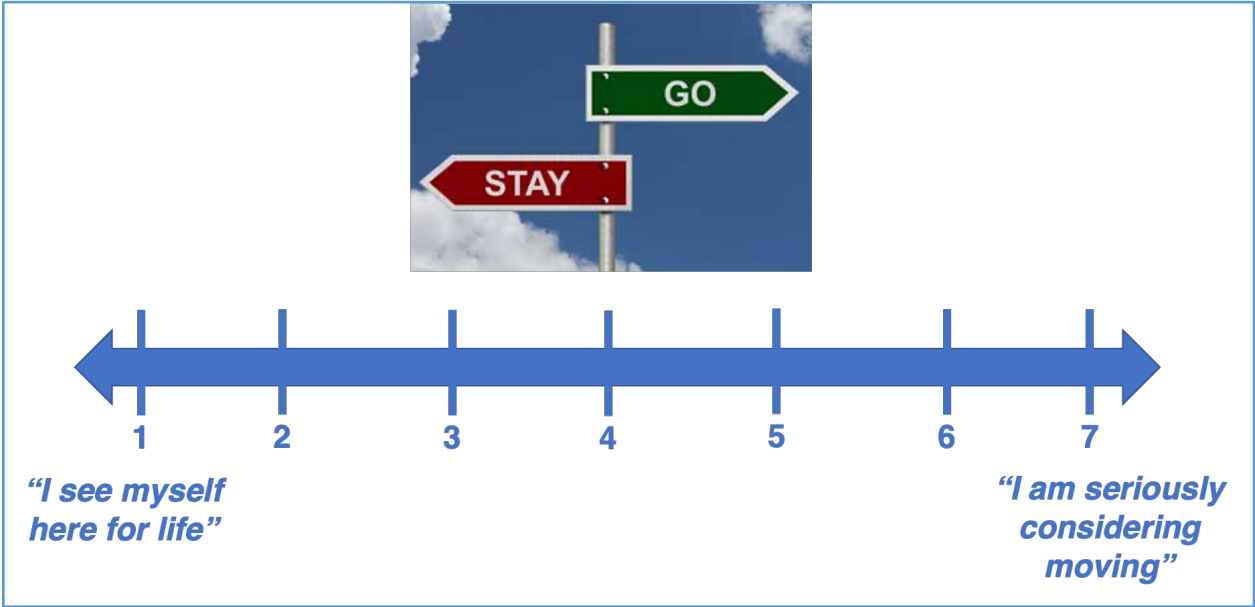
Also, please email me if anything pops into your head after I leave.

Finally, I expect the qualitative part of the research to be complete by the end of this year. When it is, I'll send you a draft and welcome any comments you may have. And when the final dissertation is complete, at the end of 2024, I'll mail you a copy of that, too."

# Appendix V: Job Embeddedness Factors Image



**Appendix VI: Intention to Stay Image**



## Appendix VII: Informed Consent Form

### Informed Consent

**Bocconi Ethics Committee and Bocconi Legal Office produced this Informed Consent template in order to comply with the data-privacy and human-participant protection requirements of the GDPR and Italian Law regulations.**

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The purpose of this document is to supply you with the information you need in order for you to provide your informed consent for your participation in this research project.

#### **Statement of the research being undertaken**

This research aims to understand better the variation in tenure among executives working in international affiliates of pharmaceutical companies.

#### **Procedures and duration**

The first phase of this research aims to identify the nature of factors affecting executive retention through in-depth qualitative phone interviews with a selected number of senior executives. The outcome of this initial phase will be a validated questionnaire on two constructs, job embeddedness and intentions to leave, which will be subsequently tested through a qualitative questionnaire to a larger sample of pharmaceutical executives. The phone interviews will take approximately 30 minutes and will be conducted by Federico Renzo Grayeb during the first semester of 2023. The results of the two research phases are expected by the end of 2024.

#### **Expected benefits and foreseeable risks**

The participants will have access to the aggregated results blinded by name and company. We do not envision any foreseeable risks beyond those ordinarily encountered in daily life or during routine psychological tests.

The pharmaceutical industry will benefit from having the construct of job embeddedness tested for the first time in the context of pharmaceutical executives, and human resource specialists may adapt their retention strategies based on the outcome of these studies.

#### **Voluntary Participation**

Participation is voluntary; participants may stop at any time and not have to answer questions they do not want to answer. Withdrawal involves no penalty or loss of benefits they would otherwise receive.

#### **Compensation**

Participation in the studies does not include any compensation.

#### **Deception**

This study does not involve deception, and the actual objectives of this research are herewith described. Participants will also have an opportunity to receive a complete explanation of the study following its completion.

### **Research Participant Declaration**

I confirm that I received the information that precedes, and I declare having read and understood its content. I confirm that I am 18 years of age or older, and volunteer to take part in this research. (Consent for minors or incapacitated individuals should be obtained from their legal tutors). Taking note that my Data are processed in full compliance with the Law, I freely consent to my Data to be used in the manner and uses described. I also declare having understood my rights and limitations, as well as how to exercise them.

Participant Name:

## ADDITIONAL INFORMATION: DATA PRIVACY AND MANAGEMENT

We are required to provide participants with certain information to communicate our compliance with General Data Protection Regulation n. 679/2016. UNIVERSITA' COMMERCIALE "LUIGI BOCCONI" (hereinafter referred to as "Bocconi University"), having its registered office in Milano at via Sarfatti 25, hereby declares that it falls within the field of application General Data Protection Regulation n. 679/2016 dealing with the protection of personal data with reference to the use of the data subject's personal data that is being collected as part of this research project.

### Researchers' and Ethical Review Board Contact Information

This research is being undertaken by Federico Renzo Grayeb ([federico.grayeb@dba.sdabocconi.it](mailto:federico.grayeb@dba.sdabocconi.it)) at Bocconi University, under the supervision of Prof. Brian D. Smith ([brian.smith@pragmedic.com](mailto:brian.smith@pragmedic.com)), his assigned mentor. If participants have any questions about how the research was undertaken, who will have access to and control of the data, and in case participants want to provide feedback, ask questions, or inquire about the results of the study, they should contact the researcher and/or the Data Protection Officer of Bocconi University at [DPO@unibocconi.it](mailto:DPO@unibocconi.it).

### Confidentiality and Security Measures

Phone interviews will be recorded, and the researcher will store the data in password-protected files. In the event of publication or presentation, no identifying information (neither individual names nor individual companies) will be disclosed.

Data will be anonymized by substituting individual names and companies with alphanumeric codes to ensure that individual participants and companies cannot be identified. Personal data (name and company name) will not be stored. They will be deleted after the interview is conducted to ensure that no one, including the researcher, can traced down the coding to a particular name or company.

### Data Sharing

Prof. Brian Smith will be the only person having access to individual anonymized data collected in the project. Data transfers to third countries: Italy and England.

Data about you collected for the purposes of this project and similar future projects may be transferred to and stored at a destination outside the European Economic Area ("EEA"), for example where it is processed by an organization operating outside the EEA who works for us or for one of our suppliers, or where personal data is processed by one of our suppliers who is based outside the EEA or who uses storage facilities outside the EEA. This process will be subject to appropriate safeguards to protect the security and confidentiality of your Data.

### Data Subject's Rights

- Data subjects shall have the rights described in the articles 15, 16, 17 and 18 of General Data Protection Regulation n. 679/2016. In particular, for example, data subjects can require accessing to, correcting, erasing the personal data and restricting our data processing activities.
- Please note that when data are processed for research purposes the above rights are not absolute, and we may be entitled to refuse requests where exceptions apply. Consider the following, stated in art. 17(3) GDPR, in particular:
  - The right to erasure shall not apply when is likely to render impossible or seriously impair the achievement of the objectives of the processing carried out in accordance with art. 89(1) GDPR.
  - The right to erasure shall not apply when is likely to render impossible or seriously impair the achievement of the objectives of the right to erasure and to object may not apply when research is carried out for reasons of public interest in the area of public health.

## Appendix VIII: Understanding Voluntary Executive Turnover – Quantitative Questionnaire

1. Do you give your consent
  - a. Yes
  - b. No
  
2. What is your age?
  - a. 18 - 24
  - b. 25 - 34
  - c. 35 - 44
  - d. 45 – 54
  - e. 55 – 64
  - f. 65 – 74
  - g. 75 or older
  
3. What is your job position?
  - a. Individual contributor
  - b. Team Lead
  - c. Manager
  - d. Senior Manager
  - e. Regional Manager
  - f. Vice President
  - g. Management/C-Level
  - h. Partner
  - i. Owner
  - j. Other (please specify)
  
4. What is your gender
  - a. Female
  - b. Male
  - c. Rather not say
  
5. What is your marital status?
  - a. S (single or divorced)
  - b. M (married or in a domestic partnership)
  - c. W (widow)
  - d. Rather not say.
  
6. What is your spousal work status?
  - a. Full-time employed (On-site)
  - b. Full-time employed (Remote)
  - c. Part-time employed (On-site)
  - d. Part-time employed (Remote)
  - e. Self-employed / Freelancer (Remote)
  - f. Unemployed and actively seeking work.

- g. Unemployed and not seeking work.
  - h. Other (please specify)
7. Do you have children?
- a. Yes – Under 6 years of age
  - b. Yes – Between 6-12 years of age
  - c. Yes – Between 13-18 years of age
  - d. Yes – Over 18 years of age
  - e. No Children
8. Name of the country in which you were born.
9. Name of the country in which you presently work.
10. Number of countries in which you have worked (for a minimum of six months)
11. About how many years have you been working under the same company group?
12. What best describes the organization in which you currently work.
- a. Research-based pharmaceutical company with fewer than 500 employees worldwide
  - b. Research-based pharmaceutical company with 500 to 5,000 employees worldwide
  - c. Research-based pharmaceutical company with more than 50,000 employees worldwide
  - d. Pharmaceutical company that produces and distributes generic versions of existing drugs.
  - e. Medical device company
  - f. Diagnostics and testing company
  - g. Clinical research organizations (CRO)
  - h. Contract manufacturing organization (CMO)
  - i. Other (please specify)
13. The career growth opportunities in my organization are excellent.
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral/Neither agree nor disagree
  - d. Agree
  - e. Strongly Agree
14. I perceive a significant disconnect between my personal values and the culture of the organization.
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral/Neither agree nor disagree
  - d. Agree
  - e. Strongly Agree



15. I have a favorable opinion of the leadership team members of my current company.
- Strongly Disagree
  - Disagree
  - Neutral/Neither agree nor disagree
  - Agree
  - Strongly Agree
16. Within my present organization, I have a strong internal network.
- Strongly Disagree
  - Disagree
  - Neutral/Neither agree nor disagree
  - Agree
  - Strongly Agree
17. In my current company, I am well compensated for my level of performance.
- Strongly Disagree
  - Disagree
  - Neutral/Neither agree nor disagree
  - Agree
  - Strongly Agree
18. In my current job, I have limited freedom to manage my time.
- Strongly Disagree
  - Disagree
  - Neutral/Neither agree nor disagree
  - Agree
  - Strongly Agree
19. I really love the city where I currently live.
- Strongly Disagree
  - Disagree
  - Neutral/Neither agree nor disagree
  - Agree
  - Strongly Agree
20. My family believes that I fit well with my current company.
- Strongly Disagree
  - Disagree
  - Neutral/Neither agree nor disagree
  - Agree
  - Strongly Agree
21. Leaving the city where we currently live would be very hard for my family.
- Strongly Disagree
  - Disagree

- c. Neutral/Neither agree nor disagree
  - d. Agree
  - e. Strongly Agree
22. My current job allows me to interact with people from different cultures.
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral/Neither agree nor disagree
  - d. Agree
  - e. Strongly Agree
23. On a scale from 1 to 10, how strongly do you feel about staying in the organization in the next 12 months, where 1 is not very much, and 10 is extremely strongly?
24. My current job utilizes my skills and talents well
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral/Neither agree nor disagree
  - d. Agree
  - e. Strongly Agree
25. (Optional Question) Are there any other factors related to your intention to stay with or leave your organization that you would like to comment on?

# Appendix IX: Pilot Qualitative Phase – Results

Name (code):	P0123	A0223	F0523	K0223
Date	5/30/23	5/30/23	5/29/23	5/19/23
Company (code)	BA2	SA1	BA2	EA1
DOB	Jan-83	Apr-82	Nov-81	Nov-82
Gender	F	F	M	M
Marital Status	M	M	M	M
Children (Y/N)	Y	Y	N	N
Country of origin	India	USA	Hong Kong	Japan
Host country	Australia	USA	China	USA
Position	Head of strategy and operation excellence	Senior dir Market Access Strategy	President APAC ex Japan	Executive director
Tenure (years)	3	6	5	18
Int'l exp (# of countries)	5	3	4	3
Interview language	English	English	English	English
	26	25	24	23
	Importance	Importance	Importance	Importance
	++ / --	++ / --	++ / --	++ / --
	MM:SS	MM:SS	MM:SS	MM:SS
	ON-THE-JOB	ON-THE-JOB	ON-THE-JOB	ON-THE-JOB
<b>LINKS</b>				
Leadership - direct boss	++	4.21	++	7.5
Leadership - dotted line bosses			++	17.42
Leadership - CEO and senior leaders			++	17.24
Leadership - subordinates				
<b>Friends at work</b>				
Relationships with colleagues/work atmosphere			++	16.38
Relationship with peers			++	16.55
Collaboration with smart colleagues				
Quality of people-values			++	6.34
Collaboration with colleagues			++	7.02
Quality of colleagues and subordinates				
Colleagues as role models of desired career				
Support from colleagues and other functions				
Being in a better competitive position vs colleagues (intercultural skills)			+	4.17
<b>Mentor</b>				
Mentor	+	19.50	+	9.38
Mentorees				
External coach on intercultural skills				
Strength of internal network	+	22.12	+	11.12
Sponsor			++	25.18
Participation in teams				27.02
<b>FIT</b>				
Career growth opportunities	++	6.30	+	9.59
Learning opportunities	++	8.50		
Lack of people development program				
Company size-More career growth opportunities				
Company stability, size and growth				
Career growth-size and people managed				
Opportunity for career progression				
Organizational restructuring left no growth opportunities				
Company investment on professional development				
Diversity				
Lack of role models as a coloured woman	++	7.41	++	
<b>Manage career from a more autonomous way (proactive)</b>				
Autonomy in deciding my career opportunities				
<b>Company size-Too big to be personal</b>				
Small company-family feel	++	2.51		
Company too big to get things done			+	10.46
Size of impact I can make working international				
Interesting project from the scientific point of view				
Knowledge of therapeutic area			+	14.25
Enjoy the science	++	2.18		
Intellectual stimulation and novelty			++	2.00
Enjoy current job				
Theapeutic area of choice				
Having the full P&L accountability			++	
<b>Company growth prospects</b>				
Company growth	++	4.02	++	
Change jobs due to company's restructuring				
Pride in the company	+	18.55		
Company ethical reputation				
Company brand/importance/reputation				
International exposure				
Work outside my home country				
Politics and inability to make the right choices but the most convenient ones			+	12.07
Politics-decision made for people preferences and not for the business			+	12.59
<b>Company values and integrity</b>				
Compliance				
Company philosophy				
Alignment of values				
Company mission	++	3.48		
Sense of belonging	++	2.21		
Work ethic of company				
<b>Change jobs every two years/diversity</b>				
Curiosity/new companies				
Wanting to see something different/novelty				
Starting from a clean slate			++	
Diverse jobs/avoid routine				
<b>Too much pressure on performance/aggressive goals</b>				
Rivalry with colleagues				
Performance of company/unit				
Absence of toxic competition				
Impact I can make on employees			++	10.20
Impact I can make on customers			++	10.20
Impact I can make on patients			++	10.20
Difficult to make an impact on a big company				
<b>Authenticity</b>				
Ability to speak my mind			++	
Company culture	++	5.1	++	
Organizational culture-Focus on people and patients				
Company restructuring and how employees were treated				
<b>Professional recognition/Respect</b>				
Trust in my work				
<b>Work life balance</b>				
Flexibility to partially work from remote-but not 100%	+	26.39		
Remote work/flexible schedule				
Workload				
Workload-culture of origin of company				
<b>SACRIFICE</b>				
Compensation and rewards	+	5.18	++	1.39
Financial security			+	15.06
My reputation at the company				
I feel a sense of loyalty to the company				
Ability to pursue academic course				

	OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB	
<b>LINKS</b>								
Organizations								
Family connections	-	14.57	+	22.08	-	8.36		
Family connections with colleagues/no division between work and family								
<b>Social groups</b>								
Church groups								
<b>Non-work friends</b>								
<b>FIT</b>								
Weather	+	14.25						
<b>Safety</b>								
<b>Interaction with local culture</b>								
Expose family to a different culture/country			+	17.57				
<b>Family perception of values fit with company</b>								
Family support on decision to relocate internationally			+	23.03				
Family perception of fit/perception of well-being or stress								
Spouse perception of cultural fit	+	15.32			-	9.1	+	14.25
<b>SACRIFICE</b>								
Relocation	-	10.20			-	7.27		
<b>Amount of traveling</b>								
Work life balance/number of hours at work			+	29.47				
Flexible time to attend personal commitments								
Work at office and interaction with colleagues								
<b>Family situation</b>								
Family situation	+	11.3						
Family members living in the same city	+	13.3						
<b>Spousal employment</b>								
Spousal employment	++	13.20	-	16.17	-	7.03	++	11.35
<b>Community</b>								
Community					-	7.16	-	13.23
<b>City</b>								
City	+	10.18			-	7.59		
Migrant city-diversity	+	10.5						
<b>Arts and culture</b>								
Arts and culture							-	13
Time for leisure and sports	+	11					-	13.05
<b>Financial certainty</b>								
Financial certainty								
Wife perception of life stability - same status in another company							++	7.51
<b>Social groups-Virtual connection</b>								
Social groups-Virtual connection								
<b>INTENTIONS TO LEAVE</b>								
ON THE JOB weight on intentions	6	24.09	6	28.25	5	12.37	5	23.45
	100%	25.00	70%	29.12	100%		100%	

**SUMMARY OF INTERVIEW**

*She believes her present company has changed and misses the intimacy and family feel she used to have. Also the present lack of diverse role models in an issue*

*Business changes quickly and might drive you away. But it is easier to stay than leave. Too much effort to know new people and study a new field, and she would need to give up personal time. Still she believes she might leave her company in a year*

*He has been in China for 20 years but would not mind moving out. Odes not think any off-th-job factor is important. He is looking for a new opportunity even at the expense of having a smaller compensation package*

*He moved to the US because of his wife and would move again for the same reason. He likes his company but feels that at his age he would like to find another company at a higher hierarchical level. He feels he has been too conservative and scared of moving out in his past*

Name (code):	M0723	R0223	R0123	G0423
Date	5/18/23	5/17/23	5/9/23	5/5/23
Company (code)	EA1	NB1	UA1	PA1
DOB	May-68	Mar-81	Nov-76	May-84
Gender	M	F	F	M
Marital Status	M	M	M	M
Children (Y/N)	Y	N	N	Y
Country of origin	Portugal	Brazil	UK	France
Host country	UK	Switzerland	Belgium	Germany
Position	Sr VP, Head Of Oncology Commercial	TA Head Neuroscience	Commercial Lead	Global lifecycle management
Tenure (years)	16	8	10	10
Int'l exp (# of countries)	3	5	3	6
Interview language	Portuguese	Portuguese	English	English
	22	21	20	19
	Importance + / - /	Importance + / - /	Importance + / - /	Importance + / - /
	Time of recording MM:SS	Time of recording MM:SS	Time of recording MM:SS	Time of recording MM:SS
	ON-THE-JOB	ON-THE-JOB	ON-THE-JOB	ON-THE-JOB
<b>LINKS</b>				
Leadership - direct boss	+			+
Leadership - dotted line bosses				
Leadership - CEO and senior leaders	+			
Leadership - subordinates	++			
Friends at work				
Relationships with colleagues/work atmosphere	+			
Relationship with peers				
Collaboration with smart colleagues				
Quality of people-values				
Collaboration with colleagues				
Quality of colleagues and subordinates			++	3.01
Colleagues as role models of desired career				++
Support from colleagues and other functions				
Being in a better competitive position vs colleagues (intercultural skills)				
Mentor	-	+		++
Mentorees			21.56	
External coach on intercultural skills	+			
Strength of internal network		+		++
Sponsor		++		++
Participation in teams			20.23	
<b>BIT</b>				
Career growth opportunities		++		++
Learning opportunities			3.34	2.47
Lack of people development program				
Company size-More career growth opportunities		+		
Company stability, size and growth			12.51	
Career growth -size and people managed	++			--
Opportunity for career progression				
Organizational restructuring left no growth opportunities				
Company investment on professional development	+			
Diversity				
Lack of role models as a coloured woman				
Manage career from a more autonomous way (proactive)		++		
Autonomy in deciding my career opportunities			3.52	
Company size-Too big to be personal				
Small company-family feel				
Company too big to get things done				
Size of impact I can make working international				
Interesting project from the scientific point of view				
Knowledge of therapeutic area				
Enjoy the science				
Intellectual stimulation and novelty				
Enjoy current job				++
Theapeutic area of choice	++			2.29
Having the full P&L accountability				
Company growth prospects				
Company growth	++			
Change jobs due to company's restructuring				++
Pride in the company				
Company ethical reputation		++		
Company brand/importance/reputation			13.45	
International exposure				++
Work outside my home country		+		6.18
Politics and inability to make the right choices but the most convenient ones				
Politics-decision made for people preferences and not for the business				
Company values and integrity				
Compliance				
Company philosophy				
Alignment of values				
Company mission	+			++
Sense of belonging				3.49
Work ethic of company	+			
Change jobs every two years/diversity				
Curiosity/new companies				
Wanting to see something different/novelty				
Starting from a clean slate				
Diverse jobs/avoid routine	++			
Too much pressure on performance/aggressive goals				
Rivalry with colleagues				
Performance of company/unit		++		5.12
Absence of toxic competition				
Impact I can make on employees				
Impact I can make on customers				
Impact I can make on patients				
Difficult to make an impact on a big company				
Authenticity		++		5.28
Ability to speak my mind		++		5.10
Company culture		++		4.59
Organizational culture-Focus on people and patients				
Company restructuring and how employees were treated				
Professional recognition/Respect				++
Trust in my work				5.00
Work life balance				
Flexibility to partially work from remote-but not 100%				
Remote work/flexible schedule	+			
Workload				++
Workload-Culture of origin of company	+			4.23
<b>SACRIFICE</b>				
Compensation and rewards	++	+		5.36
Financial security				
My reputation at the company				
I feel a sense of loyalty to the company				
Ability to pursue academic course				

	OFF-THE-JOB	OFF-THE-JOB	OFF-THE-JOB	OFF-THE-JOB	
<b>LINKS</b>					
Organizations					
Family connections		+	19.1	+	10.02
Family connections with colleagues/no division between work and family					
<b>Social groups</b>					
Church groups					
Non-work friends				+	10.02
<b>FIT</b>					
<b>Weather</b>					
Safety					
<b>Interaction with local culture</b>					
Expose family to a different culture/country	+		7.48		
<b>Family perception of values fit with company</b>					
Family support on decision to relocate internationally					
Family perception of fit/perception of well-being or stress	+			+	13.13
Spouse perception of cultural fit		+	19.4		
<b>SACRIFICE</b>					
Relocation	-	+	8.55	++	11.40
<b>Amount of traveling</b>					
Work life balance/number of hours at work	-				
Flexible time to attend personal commitments					
Work at office and interaction with colleagues					
<b>Family situation</b>					
Family members living in the same city	-	-	17.13		
<b>Spousal employment</b>					
	-	++	18.35	++	6.40
<b>Community</b>					
	-			+	9.12
<b>City</b>					
Migrant city-diversity	+			+	9.12
Arts and culture	+				
Time for leisure and sports				+	9.58
<b>Financial certainty</b>					
Wife perception of life stability - same status in another company					
<b>Social groups-Virtual connection</b>					
		-	17.25		
<b>INTENTIONS TO LEAVE</b>					
ON THE JOB weight on intentions	5	5	23.55	4	16.54
	100%	100%		40%	
				6	20.35
				70%	24.4

**SUMMARY OF INTERVIEW**

*His major drivers are career growth and dealing with more complex environments. He is now looking elsewhere because he sees his company does not have a bright future in his therapeutic area. His family never moved with him and compensates that with traveling and remote work*

*She consciously dedicates 3 hours a week in building her internal network to increase marketability. She believes that her next step should be outside pharma to further develop her knowledge and make a stronger social impact (work with minorities)*

*She wants to move back to her home country and might accept a lower job. Compensation is not a driving factor but a hygiene one. The people she works with and the type of work are the two main driving factors*

*He views his company's constant restructuring and firing of people as an opportunity for changing jobs. Even though he says his will not change for a +30% pay rise, he is very career driven and one of the main reasons why he stays is because this company offers him an opportunity to grow every*

# Appendix X : Qualitative Phase – Results

Name (code):	F0423	M0623	S0223	K0123
Date	2/2/23	5/4/23	4/10/23	3/20/23
Company (code)	NB2	TA1	BA02	OA1
DOB	Jul-73	Dec-83	Jan-61	Jan-76
Gender	M	F	F	F
Marital Status	M	S	S	M
Children (Y/N)	Y	N	N	Y
Country of origin	Italy	Italy	Germany	Brazil
Host country	Cyprus	Switzerland	Switzerland	Brazil
Position	Country president	Senior Director Global Market Access	Head of BD	Regulatory Affairs dir
Tenure (years)	19	0.5	4	2
Int'l exp (# of countries)	7	3	3	2
Interview language	Italian	Italian	English	Portuguese
	18	17	16	15
	Importance	Importance	Importance	Importance
	++ / --	++ / --	++ / --	++ / --
	Time of recording	Time of recording	Time of recording	Time of recording
	MM:SS	MM:SS	MM:SS	MM:SS
	ON-THE-JOB	ON-THE-JOB	ON-THE-JOB	ON-THE-JOB
<b>LINKS</b>				
Leadership - direct boss			+	5.02
Leadership - dotted line bosses		-		6.10
Leadership - CEO and senior leaders		-		
Leadership - subordinates				
<b>Friends at work</b>				
Relationships with colleagues/work atmosphere		++	3.49	6.36
Relationship with peers				
Collaboration with smart colleagues				
Quality of people-values				
Collaboration with colleagues		++		
Quality of colleagues and subordinates				
Colleagues as role models of desired career				
Support from colleagues and other functions				
Being in a better competitive position vs colleagues (intercultural skills)				
<b>Mentor</b>				
Mentorees				23.10
External coach on intercultural skills				24.03
Strength of internal network	++	22.06	+	15.33
Sponsor	++	22.10	++	18.14
Participation in teams				
<b>ITT</b>				
Career growth opportunities			++	2.32
Learning opportunities				3.30
Lack of people development program		++		7.06
Company size-More career growth opportunities				
Company stability, size and growth				
Career growth-size and people managed				
Opportunity for career progression				
Organizational restructuring left no growth opportunities				
Company investment on professional development				
Diversity				
Lack of role models as a coloured woman				
Manage career from a more autonomous way (proactive)				
Autonomy in deciding my career opportunities	++	5.50		
Company size-Too big to be personal			+	7.52
Small company-family feel				
Company too big to get things done				
Size of impact I can make working international				
Interesting project from the scientific point of view		++		3.10
Knowledge of therapeutic area				
Enjoy the science				
Intellectual stimulation and novelty				
Enjoy current job				
Theapeutic area of choice				
Having the full P&L accountability				
Company growth prospects				
Company growth				
Change jobs due to company's restructuring				
Pride in the company				
Company ethical reputation				
Company brand/importance/reputation	++	4.00		
International exposure	++	5.44		
Work outside my home country				
Politics and inability to make the right choices but the most convenient ones				
Politics-decision made for people preferences and not for the business				
Company values and integrity	+	6.15		
Compliance	+	6.20		
Company philosophy				
Alignment of values			+	19.39
Company mission				31.40
Sense of belonging				
Work ethic of company				
Change jobs every two years/diversity	++	4.30		
Curiosity/new companies	++	7.08		
Wanting to see something different/novelty				
Starting from a clean slate				
Diverse jobs/avoid routine				
Too much pressure on performance/aggressive goals	+	6.47		
Rivalry with colleagues	+	9.14		
Performance of company/unit	+	23.50		
Absence of toxic competition				
Impact I can make on employees				
Impact I can make on customers				
Impact I can make on patients				
Difficult to make an impact on a big company			+	8.09
Authenticity				
Ability to speak my mind				
Company culture			+	2.36
Organizational culture-Focus on people and patients	++	6.06		3.01
Company restructuring and how employees were treated			+	8.56
Professional recognition/Respect				++
Trust in my work				++
Work life balance				
Flexibility to partially work from remote-but not 100%				
Remote work/flexible schedule				+
Workload				11.13
Workload-Culture of origin of company				
<b>SACRIFICE</b>				
Compensation and rewards	+	34.47	+	2.44
Financial security				37.34
My reputation at the company				
I feel a sense of loyalty to the company				
Ability to pursue academic course				

	OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB	
<b>LINKS</b>								
Organizations					--	10.10		
Family connections	+	16.34	-	17.5	--	20.36	-	16.1
Family connections with colleagues/no division between work and family	+	17.18						
<b>Social groups</b>								
Church groups							+	15.50
<b>Non-work friends</b>								
<b>FIT</b>								
Weather					--	10.40	++	9.45
<b>Safety</b>								
Interaction with local culture	+	15.01						
Expose family to a different culture/country								
<b>Family perception of values fit with company</b>								
Family support on decision to relocate internationally	++	34.02						
Family perception of fit/perception of well-being or stress	+	19.06			--	20.49	+	16.40
Spouse perception of cultural fit			+	19.24				
<b>SACRIFICE</b>								
Relocation					+	12.12	++	12.40
<b>Amount of traveling</b>								
Work life balance/number of hours at work			++	11.23			+	13.17
Flexible time to attend personal commitments			+	13.25				
Work at office and interaction with colleagues			+	15.10				
<b>Family situation</b>								
Family members living in the same city			+	16.13	++	12.36	+	13.35
<b>Spousal employment</b>								
			-	16.50				
<b>Community</b>								
City	+	14.45					+	13.49
Migrant city-diversity			++	11.38				
Arts and culture					+	14.42		
Time for leisure and sports			++	11.38	+	13.52		
<b>Financial certainty</b>								
Wife perception of life stability - same status in another company								
<b>Social groups-Virtual connection</b>								
<b>INTENTIONS TO LEAVE</b>								
ON THE JOB weight on intentions	5	25.08	4	23.22	4	20.35	1	29.45
	50%	27.32	50%	25.5	100%	24.4	70%	35.02

**SUMMARY OF INTERVIEW**

*He loves to live in different places and be exposed to different national cultures more than trying a new company.*

*She likes to work in small companies where the impact of her job can be noticed and where he can have strong relationships with colleagues. Working for small biotechs means having to change after some years once the project is complete*

*Career growth seems to be the main reason why she stayed or left a company, but good relationships with colleagues, particularly at one company, trumped all other retaining factors and kept her embedded*

*The organizational culture and the possibility of interacting with and reporting to several people made her stayed in the company even under toxic direct bosses. Remote work and avoiding relocation is crucial for her staying in the company*



Name (code):	E0423	F0323	M0523	M0423
Date	3/4/23	3/22/23	3/17/23	3/17/23
Company (code)	AC1	AB1	BA2	AA1
DOB	Feb-75	Aug-66	Apr-57	Dec-84
Gender	F	M	M	F
Marital Status	S	M	M	M
Children (Y/N)	N	Y	Y	Y
Country of origin	USA	Argentina	Romania	Turkey
Host country	USA	Brazil	Saudi Arabia	Portugal
Position	Head Global Marketing	VP Latam	GM	Business Lead
Tenure (years)	2	8	2	3
Int'l exp (# of countries)	2	2	6	2
Interview language	English	Spanish	English	English
	14	13	12	11
	Importance ++ / --	Importance ++ / --	Importance ++ / --	Importance ++ / --
	Time of recording MM:SS	Time of recording MM:SS	Time of recording MM:SS	Time of recording MM:SS
	ON-THE-JOB	ON-THE-JOB	ON-THE-JOB	ON-THE-JOB
<b>LINKS</b>				
Leadership - direct boss	++			++
Leadership - dotted line bosses				
Leadership - CEO and senior leaders	++	+	+	
Leadership - subordinates		24.40	33.34	6.57
Friends at work				
Relationships with colleagues/work atmosphere	++		+	+
Relationship with peers			26.27	14.05
Collaboration with smart colleagues				
Quality of people-values				
Collaboration with colleagues				
Quality of colleagues and subordinates		+		
Colleagues as role models of desired career		19.20		
Support from colleagues and other functions				
Being in a better competitive position vs colleagues (intercultural skills)				
Mentor		+	+	
Mentorees		11.40	24.02	
External coach on intercultural skills				
Strength of internal network	+	7.24		
Sponsor				
Participation in teams				
<b>ITT</b>				
Career growth opportunities		++	++	++
Learning opportunities		2.58	4.11	2.53
Lack of people development program				
Company size-More career growth opportunities				
Company stability, size and growth			++	++
Career growth -size and people managed			2.21	5.25
Opportunity for career progression				
Organizational restructuring left no growth opportunities				
Company investment on professional development				
Diversity			++	++
Lack of role models as a coloured woman			4.10	
Manage career from a more autonomous way (proactive)				
Autonomy in deciding my career opportunities				
Company size-Too big to be personal				
Small company-family feel				
Company too big to get things done				
Size of impact I can make working international				
Interesting project from the scientific point of view				
Knowledge of therapeutic area				
Enjoy the science				
Intellectual stimulation and novelty				
Enjoy current job				
Theapeutic area of choice				
Having the full P&L accountability				
Company growth prospects				
Company growth				
Change jobs due to company's restructuring				
Pride in the company				
Company ethical reputation				
Company brand/importance/reputation				
International exposure		++		
Work outside my home country		2.19		
Politics and inability to make the right choices but the most convenient ones				
Politics-decision made for people preferences and not for the business				
Company values and integrity				
Compliance				
Company philosophy				
Alignment of values				
Company mission	++	++	++	++
Sense of belonging		2.04	1.45	2.25
Work ethic of company				
Change jobs every two years/diversity				
Curiosity/new companies				
Wanting to see something different/novelty				
Starting from a clean slate				
Diverse jobs/avoid routine				
Too much pressure on performance/aggressive goals				
Rivalry with colleagues				
Performance of company/unit				
Absence of toxic competition				
Impact I can make on employees				
Impact I can make on customers				
Impact I can make on patients				
Difficult to make an impact on a big company				
Authenticity				
Ability to speak my mind				
Company culture	++	++	++	++
Organizational culture-Focus on people and patients		3.02	3.43	3.48
Company restructuring and how employees were treated				
Professional recognition/Respect				
Trust in my work				
Work life balance				++
Flexibility to partially work from remote-but not 100%				4.1
Remote work/flexible schedule	+	16.30		
Workload				
Workload-Culture of origin of company				
<b>SACRIFICE</b>				
Compensation and rewards	+	17.50	+	5.10
Financial security				
My reputation at the company	+	10.06	+	7.30
I feel a sense of loyalty to the company	+	10.25		
Ability to pursue academic course				

	OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB	
<b>LINKS</b>								
Organizations			-	5.40				
Family connections	-	7.43	--	5.35	-	22.2	+	15.44
Family connections with colleagues/no division between work and family								
Social groups			-	5.38				
Church groups					+	20.12		
Non-work friends					+	21.36	+	20.18
<b>FIT</b>								
Weather					-	19.01	+	19.47
Safety								
Interaction with local culture								
Expose family to a different culture/country								
Family perception of values fit with company								
Family support on decision to relocate internationally								
Family perception of fit/perception of well-being or stress	+	11.15	+	8.30	+	22.50	+	23.00
Spouse perception of cultural fit								
<b>SACRIFICE</b>								
Relocation	+	7.13						
Amount of traveling								
Work life balance/number of hours at work								
Flexible time to attend personal commitments								
Work at office and interaction with colleagues								
Family situation	++	6.01	++	5.14	++	13.03		
Family members living in the same city								
Spousal employment					++	13.30	++	18.25
Community					-	19.36		
City	+	6.57	-	6.45	+	16.38	+	19.3
Migrant city-diversity								
Arts and culture			-	6.43	+	21.00		
Time for leisure and sports					-	18.12		
Financial certainty			+	10.6				
Wife perception of life stability - same status in another company								
Social groups-Virtual connection								
<b>INTENTIONS TO LEAVE</b>	<b>5</b>	<b>19.34</b>	<b>2</b>	<b>22.3</b>	<b>7</b>	<b>34.03</b>	<b>3</b>	<b>25.18</b>
<b>ON THE JOB weight on intentions</b>	<b>100%</b>	<b>21.50</b>	<b>80%</b>	<b>23.00</b>	<b>100%</b>	<b>36.00</b>	<b>60%</b>	<b>27.10</b>

**SUMMARY OF INTERVIEW**

Company mission and relationships with colleagues are crucial. Today she is struggling to figure out what to do that will suit her private life better, something that can improve her private work/life balance.

Respondent needs to work for a company that does thing right - compliance- and is innovative. Main drivers for staying or leaving were novelty and career growth.

He will leave his company in three months because of downsizing. He already found another job in the same city. Main factors why he was looking for another job were company instability and lack of honesty in senior leadership.

Growth and professional growth opportunities keep her in the job. The corporate culture is also crucial and she much prefers the American ones, even though job security and absence of company restructuring are also very important.

Name (code):		C1323	M0323	J0123	J0223
Date		3/14/23	3/10/23	3/9/23	3/8/23
Company (code)		NA1	NA1	NB1	NB2
DOB		Nov-92	Nov-78	Jan-70	Apr-69
Gender		F	M	M	M
Marital Status		M	M	D	M
Children (Y/N)		N	Y	Y	Y
Country of origin		Germany	USA	Argentina	Argentina
Host country		Germany	Switzerland	Switzerland	Taiwan
Position		Vice President	Vice President	Global Franchise Head	Country president
Tenure (years)		7	15	2	4
Int'l exp (# of countries)		4	4	5	5
Interview language		English	English	Spanish	Spanish
	Importance	10	9	8	7
	Time of recording				
	++ / --	MM:SS	MM:SS	MM:SS	MM:SS
<b>LINKS</b>		<b>ON-THE-JOB</b>	<b>ON-THE-JOB</b>	<b>ON-THE-JOB</b>	<b>ON-THE-JOB</b>
Leadership - direct boss		+		++	25.37
Leadership - dotted line bosses					
Leadership - CEO and senior leaders			++		2.23
Leadership - subordinates		++			
Friends at work					
Relationships with colleagues/work atmosphere		++	+		24.18
Relationship with peers					
Collaboration with smart colleagues					
Quality of people-values					
Collaboration with colleagues					
Quality of colleagues and subordinates					
Colleagues as role models of desired career					
Support from colleagues and other functions					
Being in a better competitive position vs colleagues (intercultural skills)					
Mentor		+	+	++	15.50
Mentorees					
External coach on intercultural skills					
Strength of internal network			++	+	12.40
Sponsor					
Participation in teams		+			
		17.00			
<b>ITT</b>					
Career growth opportunities		++	++	++	2.07
Learning opportunities					
Lack of people development program					
Company size-More career growth opportunities					
Company stability, size and growth					
Career growth -size and people managed					
Opportunity for career progression					
Organizational restructuring left no growth opportunities					
Company investment on professional development					
Diversity					
Lack of role models as a coloured woman					
Manage career from a more autonomous way (proactive)					
Autonomy in deciding my career opportunities					
Company size-Too big to be personal					
Small company-family feel					
Company too big to get things done					
Size of impact I can make working international					
Interesting project from the scientific point of view					
Knowledge of therapeutic area					
Enjoy the science					
Intellectual stimulation and novelty					
Enjoy current job					
Theapeutic area of choice					
Having the full P&L accountability					
Company growth prospects					
Company growth					
Change jobs due to company's restructuring					
Pride in the company					
Company ethical reputation					
Company brand/importance/reputation					
International exposure				++	2.47
Work outside my home country					
Politics and inability to make the right choices but the most convenient ones					
Politics-decision made for people preferences and not for the business					
Company values and integrity					
Compliance					
Company philosophy					
Alignment of values		++	++	-	30.53
Company mission		++			
Sense of belonging					
Work ethic of company					
Change jobs every two years/diversity					
Curiosity/new companies					
Wanting to see something different/novelty					
Starting from a clean slate					
Diverse jobs/avoid routine					
Too much pressure on performance/aggressive goals					
Rivalry with colleagues					
Performance of company/unit					
Absence of toxic competition					
Impact I can make on employees					
Impact I can make on customers					
Impact I can make on patients					
Difficult to make an impact on a big company					
Authenticity					
Ability to speak my mind					
Company culture			++		2.45
Organizational culture-Focus on people and patients					
Company restructuring and how employees were treated					
Professional recognition/Respect					
Trust in my work					
Work life balance					
Flexibility to partially work from remote-but not 100%					
Remote work/flexible schedule					
Workload					
Workload-Culture of origin of company					
<b>SACRIFICE</b>					
Compensation and rewards		+		++	5.16
Financial security					
My reputation at the company					
I feel a sense of loyalty to the company					
Ability to pursue academic course					

	OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB	
<b>LINKS</b>								
Organizations								
Family connections	+	10.25	-	10.45	+	10.36	+	14.17
Family connections with colleagues/no division between work and family								
Social groups								
Church groups								
Non-work friends	+	6.00	+	8.06	+	9.37	-	11.38
<b>FIT</b>								
Weather								
Safety			+	4.2				
Interaction with local culture								
Expose family to a different culture/country								
Family perception of values fit with company								
Family support on decision to relocate internationally								
Family perception of fit/perception of well-being or stress	++	10.43	+	11.04	+	17.20	+	19.57
Spouse perception of cultural fit								
<b>SACRIFICE</b>								
Relocation							+	18.10
Amount of traveling								
Work life balance/number of hours at work								
Flexible time to attend personal commitments								
Work at office and interaction with colleagues								
Family situation	+	6.00	+	7.41	+	9.31	++	11.17
Family members living in the same city								
Spousal employment	++	5.05						
Community			+	12.38			-	13.56
City	+	8.21	+	7.15	++	6.19		
Migrant city-diversity								
Arts and culture					+	4.44		
Time for leisure and sports					+	7.11		
Financial certainty								
Wife perception of life stability - same status in another company								
Social groups-Virtual connection								
<b>INTENTIONS TO LEAVE</b>								
ON THE JOB weight on intentions	2	21.19	6	18.4	5	23.03	2	30.15
	50%	21.22	100%	22.00	70%	24.40	100%	39.17

**SUMMARY OF INTERVIEW**

*She is torn between her personal situation - partner living in another city - and the good company culture and environment. Company is also supportive to her having kids, Her family influence on her staying with the company seems to be very high*

*He does not have a clear view of what the next step in his career is and that is why he is actively looking for opportunities outside his company.*

*He could not adapt to the culture of his latest company, and will accept a severance package. He is now pondering to do something on his own*

*A major downsizing of his company affected him indirectly - fewer future job opportunities - and this led him to go back to his home country. He did not feel an emotional connection with his latest company*

L0323		D1323		D0323		C0323		
Name (code):	L0323	D1323		D0323		C0323		
Date	3/8/23	3/6/23		3/3/23		3/3/23		
Company (code)	BA2	AA1		NA1		BA2		
DOB	Jan-74	Sep-73		Sep-68		Feb-66		
Gender	M	M		M		M		
Marital Status	M	M		M		M		
Children (Y/N)	N	Y		Y		Y		
Country of origin	Mexico	Brazil		Croatia		Germany		
Host country	Mexico	Portugal		Italy		Germany		
Position	Customer excel. intercontinental	GM Shared Services		Vice President		Head of Finance		
Tenure (years)	4	12		28		4		
Int'l exp (# of countries)	1	6		3		6		
Interview language	Spanish	Portuguese		English		English		
	6	5		4		3		
	Importance + / -	Time of recording MM:SS		Importance + / -	Time of recording MM:SS		Importance + / -	Time of recording MM:SS
	ON-THE-JOB	ON-THE-JOB		ON-THE-JOB	ON-THE-JOB		ON-THE-JOB	ON-THE-JOB
<b>LINKS</b>								
Leadership - direct boss	++	2.38	+	40.38	++	2.14	-	13.02
Leadership - dotted line bosses								
Leadership - CEO and senior leaders			+	20.53	++	1.48		
Leadership - subordinates								
Friends at work								
Relationships with colleagues/work atmosphere					++	2.4	-	12.5
Relationship with peers								
Collaboration with smart colleagues								
Quality of people-values								
Collaboration with colleagues								
Quality of colleagues and subordinates								
Colleagues as role models of desired career								
Support from colleagues and other functions								
Being in a better competitive position vs colleagues (intercultural skills)								
Mentor	-	15.32			+	10.16	-	11.08
Mentorees								
External coach on intercultural skills								
Strength of internal network	-	15.56			+	11.36	-	11.08
Sponsor								
Participation in teams								
<b>FIT</b>								
Career growth opportunities	++	4.11	++	4.08	+	18.21	+	2.20
Learning opportunities								
Lack of people development program								
Company size-More career growth opportunities								
Company stability, size and growth			+	20.07				
Career growth -size and people managed								
Opportunity for career progression								
Organizational restructuring left no growth opportunities								
Company investment on professional development								
Diversity			+	13.16				
Lack of role models as a coloured woman								
Manage career from a more autonomous way (proactive)								
Autonomy in deciding my career opportunities								
Company size-Too big to be personal								
Small company-family feel								
Company too big to get things done								
Size of impact I can make working international								
Interesting project from the scientific point of view								
Knowledge of therapeutic area								
Enjoy the science								
Intellectual stimulation and novelty								
Enjoy current job							+	2.41
Theapeutic area of choice								
Having the full P&L accountability								
Company growth prospects								
Company growth								
Change jobs due to company's restructuring								
Pride in the company								
Company ethical reputation								
Company brand/importance/reputation								
International exposure			++	4.24				
Work outside my home country								
Politics and inability to make the right choices but the most convenient ones								
Politics-decision made for people preferences and not for the business								
Company values and integrity								
Compliance								
Company philosophy								
Alignment of values	++	3.02			++	1.40		
Company mission	+	25.47						
Sense of belonging								
Work ethic of company								
Change jobs every two years/diversity								
Curiosity/new companies								
Wanting to see something different/novelty								
Starting from a clean slate	+	17.48						
Diverse jobs/avoid routine								
Too much pressure on performance/aggressive goals								
Rivalry with colleagues								
Performance of company/unit								
Absence of toxic competition								
Impact I can make on employees								
Impact I can make on customers								
Impact I can make on patients								
Difficult to make an impact on a big company								
Authenticity								
Ability to speak my mind								
Company culture	++	2.53	+	5.58				
Organizational culture-Focus on people and patients								
Company restructuring and how employees were treated								
Professional recognition/Respect	++	3.52						
Trust in my work								
Work life balance								
Flexibility to partially work from remote-but not 100%								
Remote work/flexible schedule								
Workload								
Workload-Culture of origin of company								
<b>SACRIFICE</b>								
Compensation and rewards							++	9.54
Financial security							++	3.07
My reputation at the company	++	17.03						
I feel a sense of loyalty to the company			+	16.25				
Ability to pursue academic course			+	38.49				

	OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB		OFF-THE-JOB	
<b>LINKS</b>								
Organizations								
Family connections	+	9.40	-	32.24	-	7.51	+	13.43
Family connections with colleagues/no division between work and family								
Social groups								
Church groups								
Non-work friends			+	27.59			-	5.55
<b>FIT</b>								
Weather	+	8.38	+	27.39				
Safety			+	28.28			+	5.44
Interaction with local culture								
Expose family to a different culture/country								
Family perception of values fit with company								
Family support on decision to relocate internationally								
Family perception of fit/perception of well-being or stress	-	13.35	+	32.55	+	8.40	+	15.05
Spouse perception of cultural fit								
<b>SACRIFICE</b>								
Relocation	+	8.10						
Amount of traveling								
Work life balance/number of hours at work								
Flexible time to attend personal commitments								
Work at office and interaction with colleagues								
Family situation	++	7.07	+	22.16	-	6.52	++	2.07
Family members living in the same city								
Spousal employment	++	6.07	+	29.20				
Community	+	7.40						
City	+	7.50	++	24.18	-	5.56		
Migrant city-diversity								
Arts and culture								
Time for leisure and sports			+	29.53			-	6.10
Financial certainty								
Wife perception of life stability - same status in another company								
Social groups-Virtual connection								
<b>INTENTIONS TO LEAVE</b>								
ON THE JOB weight on intentions	3	19.23	7	34.4	3	17.50	7	16.10
	60%	21.30	40%	36.14	90%	13.34	80%	20.55

**SUMMARY OF INTERVIEW**

*He is pondering if the change in the corporate culture will fit his own culture and values. It is crucial for him to stay in his home country. He views the ability to reinvent himself as a great opportunity every time he changes his job.*

*Change in company culture, leadership and budget cuts are making him think about leaving, but the city where he lives and its quality of life are making him stay.*

*He is planning to stay with the company he joined 28 years ago. It seems the place where he lives and his family situation do not play a major role in retaining him*

*His spouse is making him move countries. His next choice will mostly depend on how much he enjoys the new job, even though financial security is a major driver*

Name (code):		E0323		G0323	
Date		3/2/23		3/1/23	
Company (code)		B01		GA1	
DOB		Mar-69		Oct-75	
Gender		M		M	
Marital Status		D		M	
Children (Y/N)		Y		Y	
Country of origin		Argentina		Argentina	
Host country		Argentina		Argentina	
Position		Vice President		Vice President	
Tenure (years)		8		1	
Int'l exp (# of countries)		2		2	
Interview language		Spanish		Spanish	
		2		1	
	Importance		Time of recording	Importance	Time of recording
	++ / -		MM:SS	++ / -	MM:SS
<b>ON-THE-JOB</b>			<b>ON-THE-JOB</b>		
<b>LINKS</b>					
Leadership - direct boss		+	7.02	++	2.35
Leadership - dotted line bosses					
Leadership - CEO and senior leaders		+	34.02	+	7.10
Leadership - subordinates					
Friends at work					
Relationships with colleagues/work atmosphere				++	2.25
Relationship with peers					
Collaboration with smart colleagues					
Quality of people-values					
Collaboration with colleagues					
Quality of colleagues and subordinates					
Colleagues as role models of desired career					
Support from colleagues and other functions					
Being in a better competitive position vs colleagues (intercultural skills)					
Mentor		+	22.10		
Mentorees					
External coach on intercultural skills					
Strength of internal network		+	21.22		
Sponsor					
Participation in teams					
<b>ITT</b>					
Career growth opportunities		+	3.40	++	6.03
Learning opportunities					
Lack of people development program					
Company size-More career growth opportunities					
Company stability, size and growth					
Career growth -size and people managed					
Opportunity for career progression					
Organizational restructuring left no growth opportunities					
Company investment on professional development					
Diversity					
Lack of role models as a coloured woman					
Manage career from a more autonomous way (proactive)					
Autonomy in deciding my career opportunities					
Company size-Too big to be personal					
Small company-family feel					
Company too big to get things done					
Size of impact I can make working international					
Interesting project from the scientific point of view					
Knowledge of therapeutic area					
Enjoy the science					
Intellectual stimulation and novelty					
Enjoy current job					
Theapeutic area of choice					
Having the full P&L accountability					
Company growth prospects					
Company growth					
Change jobs due to company's restructuring					
Pride in the company					
Company ethical reputation					
Company brand/importance/reputation					
International exposure		+	3.18		
Work outside my home country					
Politics and inability to make the right choices but the most convenient ones					
Politics-decision made for people preferences and not for the business					
Company values and integrity					
Compliance					
Company philosophy					
Alignment of values					
Company mission				+	5.20
Sense of belonging					
Work ethic of company					
Change jobs every two years/diversity					
Curiosity/new companies					
Wanting to see something different/novelty					
Starting from a clean slate					
Diverse jobs/avoid routine					
Too much pressure on performance/aggressive goals					
Rivalry with colleagues					
Performance of company/unit					
Absence of toxic competition					
Impact I can make on employees					
Impact I can make on customers					
Impact I can make on patients					
Difficult to make an impact on a big company					
Authenticity					
Ability to speak my mind					
Company culture		+	8.10	++	2.19
Organizational culture-Focus on people and patients					
Company restructuring and how employees were treated					
Professional recognition/Respect		+	23.10	+	8.30
Trust in my work					
Work life balance					
Flexibility to partially work from remote-but not 100%					
Remote work/flexible schedule					
Workload					
Workload-Culture of origin of company					
<b>SACRIFICE</b>					
Compensation and rewards		++	2.52		
Financial security					
My reputation at the company					
I feel a sense of loyalty to the company					
Ability to pursue academic course					

	OFF-THE-JOB		OFF-THE-JOB	
<b>LINKS</b>				
Organizations				
Family connections	-	17.30	+	19.30
Family connections with colleagues/no division between work and family				
Social groups	-	16.12		
Church groups	-	16.12		
Non-work friends	+	11.53		
<b>FIT</b>				
Weather	-	15.55		
Safety	+	15.35		
Interaction with local culture				
Expose family to a different culture/country				
Family perception of values fit with company				
Family support on decision to relocate internationally				
Family perception of fit/perception of well-being or stress	+	18.30	+	10.08
Spouse perception of cultural fit				
<b>SACRIFICE</b>				
Relocation			+	15.05
Amount of traveling				
Work life balance/number of hours at work				
Flexible time to attend personal commitments				
Work at office and interaction with colleagues				
Family situation	+	10.17	+	15.36
Family members living in the same city				
Spousal employment			+	21.16
Community				
City	+	16.30		
Migrant city-diversity				
Arts and culture				
Time for leisure and sports				
Financial certainty				
Wife perception of life stability - same status in another company				
Social groups-Virtual connection				
<b>INTENTIONS TO LEAVE</b>				
	4	29.47	3	28.00
ON THE JOB weight on intentions	70%	32.27	70%	30.13

**SUMMARY OF INTERVIEW**

*Growing role of compensation over career growth with age. His family situation is crucial in retaining him in his company and city*

*He wants to move abroad but his children are pushing back. He is currently stressed out by the local economic and political situation.*



## Appendix XI: Correlation Formulas

### Basic linear correlation:

$$ITS = \alpha + \beta * JE + \mu$$

### Linear correlation between JE and ITS:

$$ITS = \alpha + \beta_0 * JE \text{ score} + \beta_1 * \text{female} + \sum_{i=2}^6 \beta_{2i} * \text{age range} + \sum_{i=1}^3 \beta_{3i} * \text{marital status} + \beta_4 * \text{children} \\ + \sum_{i=1}^9 \beta_{5i} * \text{country of origin} + \sum_{i=1}^9 \beta_{6i} * \text{country of work} + \beta_7 * \text{Nomad} + \beta_8 * \text{Tenure} + \\ \sum_{i=1}^6 \beta_{9i} * \text{job position} + \sum_{i=1}^5 \beta_{10i} * \text{organization} + \mu$$

### Linear correlations with interactions:

Control variable: Gender.

$$ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{Female} + \lambda * JE\text{-score} * \text{Female} + \mu$$

Control variable: Age (Old=over 45 years of age).

$$ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{Old} + \lambda * JE\text{-score} * \text{Old} + \mu$$

Control variable: Number of foreign assignments of at least six months duration (nomad=having worked in more than one country).

$$ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{Nomad} + \lambda * JE\text{-score} * \text{Nomad} + \mu$$

Control variable: Family composition (no children under 18 years of age)

$$ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{No\_children} + \lambda * JE\text{-score} * \text{No\_children} + \mu$$

Control variable: Marital status.

$$ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{Married} + \lambda * JE\text{-score} * \text{Married} + \mu$$

Control variable: Tenure (longer tenure is above 8.1 years, the sample average).

$$ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{Longer\_tenure} + \lambda * JE\text{-score} * \text{Longer\_tenure} + \mu$$

Control variable: Country of origin (North Europe, South + Eastern Europe, Anglo, Latin American, Vs RoW). For both country of origin and country of the workplace, due to limitations in the sample size, the countries will be grouped in clusters based on the GLOBE study (Koopman et al., 1999), which categorizes countries based on their cultural dimensions.

$$ITS = \alpha + \beta * JE\text{-score} + [\gamma]_{-1} * Latam + [\gamma]_{-2} * Europe\ South + [\gamma]_{-3} * Europe\ North + [\gamma]_{-4} * Anglo + [\lambda]_{-1} * JE\text{-score} * Latam + [\lambda]_{-2} * JE\text{-score} * Europe\ South + [\lambda]_{-3} * JE\text{-score} * Europe\ North + [\lambda]_{-4} * JE\text{-score} * Anglo + \mu$$

Control variable: Country of the current workplace (North Europe. South+Eastern Europe, Latin America, Anglo Vs RoW).

$$ITS = \alpha + \beta * JE\text{-score} + [\gamma]_{-1} * Latam + [\gamma]_{-2} * Europe\ South + [\gamma]_{-3} * Europe\ North + [\gamma]_{-4} * Anglo + [\lambda]_{-1} * JE\text{-score} * Latam + [\lambda]_{-2} * JE\text{-score} * Europe\ South + [\lambda]_{-3} * JE\text{-score} * Europe\ North + [\lambda]_{-4} * JE\text{-score} * Anglo + \mu$$

### **Multiple regression with all JE factors**

$$ITS = \alpha + \beta_0 * Internal\ Network + \beta_1 * Interaction\ with\ other\ cultures + \beta_2 * Skills\ utilization + \beta_3 * Opinion\ of\ leadership + \beta_4 * Alignment\ of\ values + \beta_5 * Manage\ my\ time + \beta_6 * Career\ growth\ opportunities + \beta_7 * Compensation\ level + \beta_8 * Partner\ work\ status + \beta_9 * Love\ the\ city + \beta_{10} * Family\ opinion\ of\ fit + \beta_{11} * Leaving\ the\ city\ impact\ on\ family + \mu$$

## Appendix XII: Linear Regressions

VARIABLES	Intention to stay
I have a strong internal network	0.891*** (0.210)
Constant	3.540*** (0.853)
Observations	258
R-squared	0.070

Robust standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

VARIABLES	Intention to stay
My current job allows me to interact with people from different cultures	0.645*** (0.213)
Constant	4.209*** (0.955)
Observations	258
R-squared	0.030

Robust standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

VARIABLES	Intention to stay
My job utilizes my skills and talents well	1.461*** (0.154)
Constant	1.435** (0.642)
Observations	258
R-squared	0.267

Robust standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

VARIABLES	Intention to stay
I have a favorable opinion of the leadership team members of my current company	1.474*** (0.132)
Constant	1.797*** (0.519)
Observations	258
R-squared	0.289
Robust standard errors in parentheses *** p<0.01, ** p<0.05, * p<0.1	

VARIABLES	Intention to stay
I perceive a significant alignment between my personal values and the culture of the organization.	1.588*** (0.140)
Constant	0.890 (0.603)
Observations	258
R-squared	0.348
Robust standard errors in parentheses *** p<0.01, ** p<0.05, * p<0.1	

VARIABLES	Intention to stay
In my current job, I have ample freedom to manage my time.	0.643*** (0.145)
Constant	4.687*** (0.565)
Observations	258
R-squared	0.065
Robust standard errors in parentheses *** p<0.01, ** p<0.05, * p<0.1	

---

VARIABLES	Intention to stay
The career growth opportunities in my organization are excellent	1.718*** (0.139)
Constant	1.578*** (0.521)
Observations	258
R-squared	0.359

---

Robust standard errors in parentheses  
\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

---

VARIABLES	Intention to stay
In my current company, I am well compensated for my level of performance.	0.688*** (0.193)
Constant	4.671*** (0.689)
Observations	258
R-squared	0.056

---

Robust standard errors in parentheses  
\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

---

VARIABLES	Intention to stay
What is your partner work status?	-0.193* (0.0980)
Constant	7.848*** (0.418)
Observations	258
R-squared	0.013

---

Robust standard errors in parentheses  
\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

---

VARIABLES	Intention to stay
My family believes that I fit well with my current company.	1.732***
	(0.136)
Constant	0.484
	(0.566)
Observations	258
R-squared	0.369

Robust standard errors in parentheses

\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

### Appendix XIII: Regression with Interactions

1. Gender interaction.  $ITS = \alpha + \beta * JE \text{ score} + \gamma * \text{Female} + \lambda * JE \text{ score} * \text{Female} + \mu$

VARIABLES	Intention to stay
JE score	0.289*** (0.0249)
Female	0.465 (1.979)
<u>JE-score * Female</u>	<u>-0.00633</u> (0.0409)
Constant	-6.069*** (1.197)
Observations	258
R-squared	0.374

Robust standard errors in parentheses

\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

2. Age Interaction (over *-Old-* and under 45 years of age).  $ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{Old} + \lambda * JE\text{-score} * \text{Old} + \mu$

VARIABLES	Intention to stay
JE score	0.297*** (0.0334)
Old	0.159 (1.987)
<u>JE-score * Old</u>	<u>-0.0104</u> (0.0420)
Constant	-6.137*** (1.549)
Observations	258
R-squared	0.375

Robust standard errors in parentheses

\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

3. Nomad Status Interaction (has worked in +1 countries).  $ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{Nomad} + \lambda * JE\text{-score} * \text{Nomad} + \mu$

VARIABLES	(1) Intention to stay
JE score	0.296*** (0.0281)
Nomad	1.507 (1.895)
<u>JE-score * Nomad</u>	<u>-0.0252</u> (0.0395)
Constant	-6.539*** (1.335)
Observations	258
R-squared	0.377

Robust standard errors in parentheses  
\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

4. Family Composition Interaction (Yes/No Children under 18 years of age).  $ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{No\_children} + \lambda * JE\text{-score} * \text{No\_children} + \mu$

VARIABLES	(1) Intention to stay
JE score	0.304*** (0.0284)
No children	1.769 (1.850)
<u>JE score * No_children</u>	<u>-0.0318</u> (0.0383)
Constant	-6.830*** (1.365)
Observations	258
R-squared	0.377

Robust standard errors in parentheses  
\*\*\* p<0.01, \*\* p<0.05, \* p<0.1



5. Marital Status Interaction.  $ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{Married} + \lambda * JE\text{-score} * \text{Married} + \mu$

VARIABLES	Intention to stay
JE score	0.302*** (0.0509)
Married	-0.725 (2.561)
<u>JE score * Married</u>	<u>-0.00567</u> (0.0554)
Constant	-5.727** (2.334)
Observations	258
R-squared	0.386

Robust standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

6. Tenure Interaction (Longer/shorter tenure Vs average of 8.1 years).  $ITS = \alpha + \beta * JE\text{-score} + \gamma * \text{Longer\_tenure} + \lambda * JE\text{-score} * \text{Longer\_tenure} + \mu$

VARIABLES	Intention to stay
JJE-score	0.299*** (0.0340)
Longer_tenure	0.668 (2.052)
<u>JE score * Longer tenure</u>	<u>-0.0207</u> (0.0420)
Constant	-6.281*** (1.690)
Observations	258
R-squared	0.375

Robust standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

7. Country of Origin Interaction (North Europe, South Europe, Latin America, Anglo Vs RoW).  $ITS = \alpha + \beta * JE\text{-score} + \gamma_1 * Latam + \gamma_2 * Europe\ South + \gamma_3 * Europe\ North + \gamma_4 * Anglo + \lambda_1 * JE\text{-score} * Latam + \lambda_2 * JE\text{-score} * Europe\ South + \lambda_3 * JE\text{-score} * Europe\ North + \lambda_4 * JE\text{-score} * Anglo + \mu$

VARIABLES	Intention to stay
JE_score	0.289*** (0.0896)
Born_LatinAmerica	-1.866 (4.559)
Born_east_Latin_Europe	1.803 (4.701)
Born_Anglo	-0.654 (4.254)
Born_Germ_Nord_Europe	-4.565 (4.242)
<u>JE-score * LatinAmerica</u>	<u>0.0278</u> (0.106)
<u>JE-score * Born_Anglo</u>	<u>-0.0131</u> (0.0989)
<u>JE score * Born_East_Latin_Europe</u>	<u>-0.0549</u> (0.109)
<u>JE score * Born_Germ_Nord_Europe</u>	<u>0.0671</u> (0.0992)
Constant	-4.940 (3.766)
Observations	258
R-squared	0.409

Standard errors in parentheses

\*\*\* p<0.01, \*\* p<0.05, \* p<0.1\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

8. Country of Work Interaction (North Europe, South Europe, Latin America, Anglo Vs RoW).  $ITS = \alpha + \beta * JE\text{-score} + \gamma_1 * Latam + \gamma_2 * Europe\ South + \gamma_3 * Europe\ North + \gamma_4 * Anglo + \lambda_1 * JE\text{-score} * Latam + \lambda_2 * JE\text{-score} * Europe\ South + \lambda_3 * JE\text{-score} * Europe\ North + \lambda_4 * JE\text{-score} * Anglo + \mu$

VARIABLES	Intention to stay
JE_score	0.269*** (0.0587)
Work_LatinAmerica	-3.029 (3.283)
Work_East_Latin_Europe	0.461 (3.394)
Work_Anglo	0.516 (3.489)
Work_Germ_Nord_Europe	-5.604 (3.889)
<u>JE score * Work_LatinAmerica</u>	<u>0.0750</u> (0.0749)
<u>JE score * Work_Anglo</u>	<u>-0.0268</u> (0.0775)
<u>JE score * Work_East_Latin_Europe</u>	<u>-0.00518</u> (0.0764)
<u>JE score*Work_Germ_Nord_Europe</u>	<u>0.115</u> (0.0860)
Constant	-5.019* (2.553)
Observations	258
R-squared	0.405

Standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

## Appendix XIV : Multiple Regression Analysis

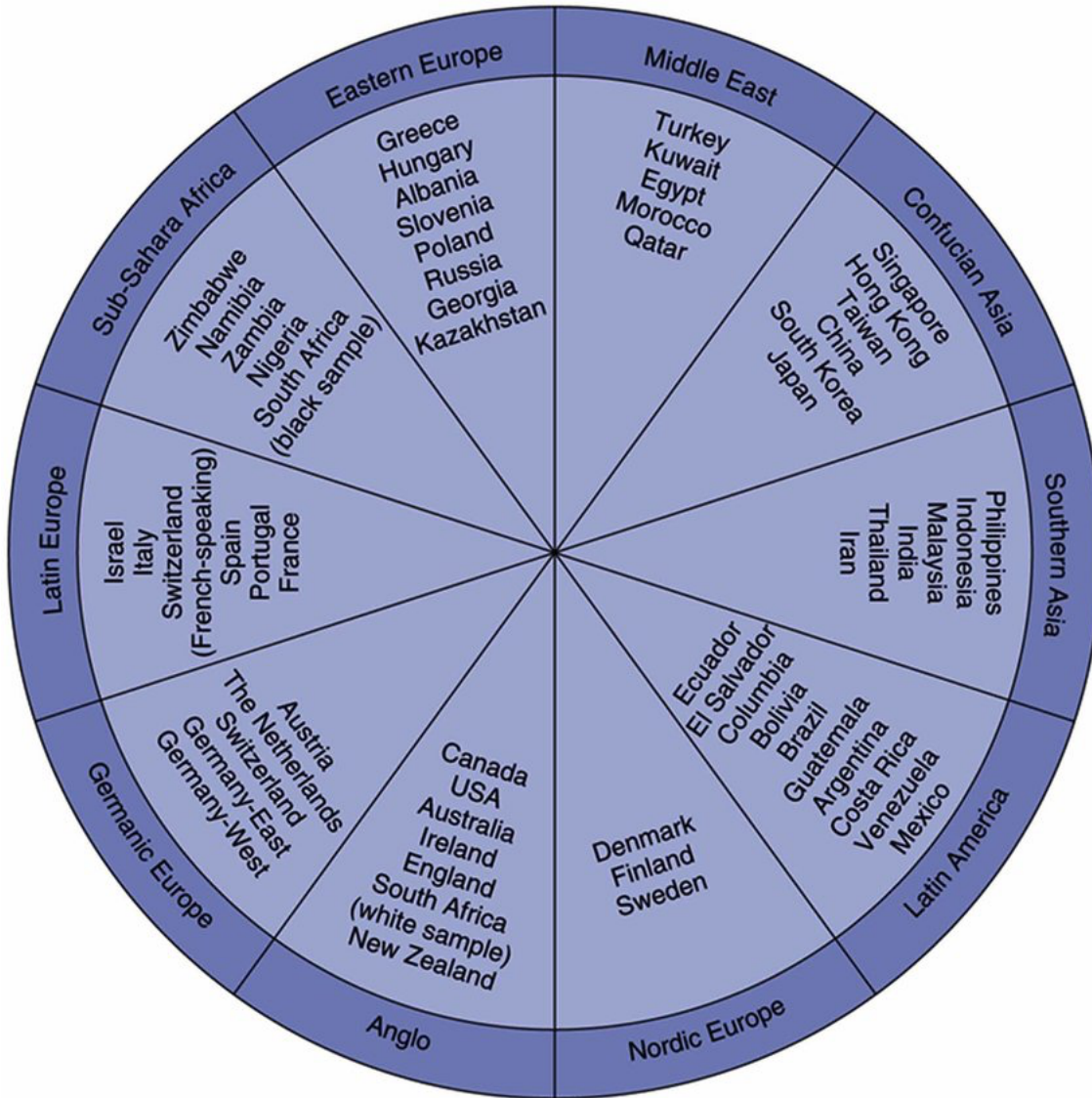
VARIABLES	Intention to stay
Internal network	0.00284 (0.201)
Interaction with other cultures	0.108 (0.151)
Skills utilization	0.360*** (0.171)
Opinion of leadership	0.276* (0.154)
Alignment of values	0.610*** (0.150)
Manage my time	0.241** (0.117)
Career growth opportunities	0.773*** (0.170)
Compensation level	0.115 (0.136)
Partner work status	0.141* (0.0720)
<b>Love the city</b>	<b>0.0852</b> (0.176)
Family opinion of fit	0.718*** (0.172)
<b>Leaving the city impact on family</b>	<b>0.00964</b> (0.105)
Constant	1.991** (0.942)
Observations	258
R-squared	0.585

Standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

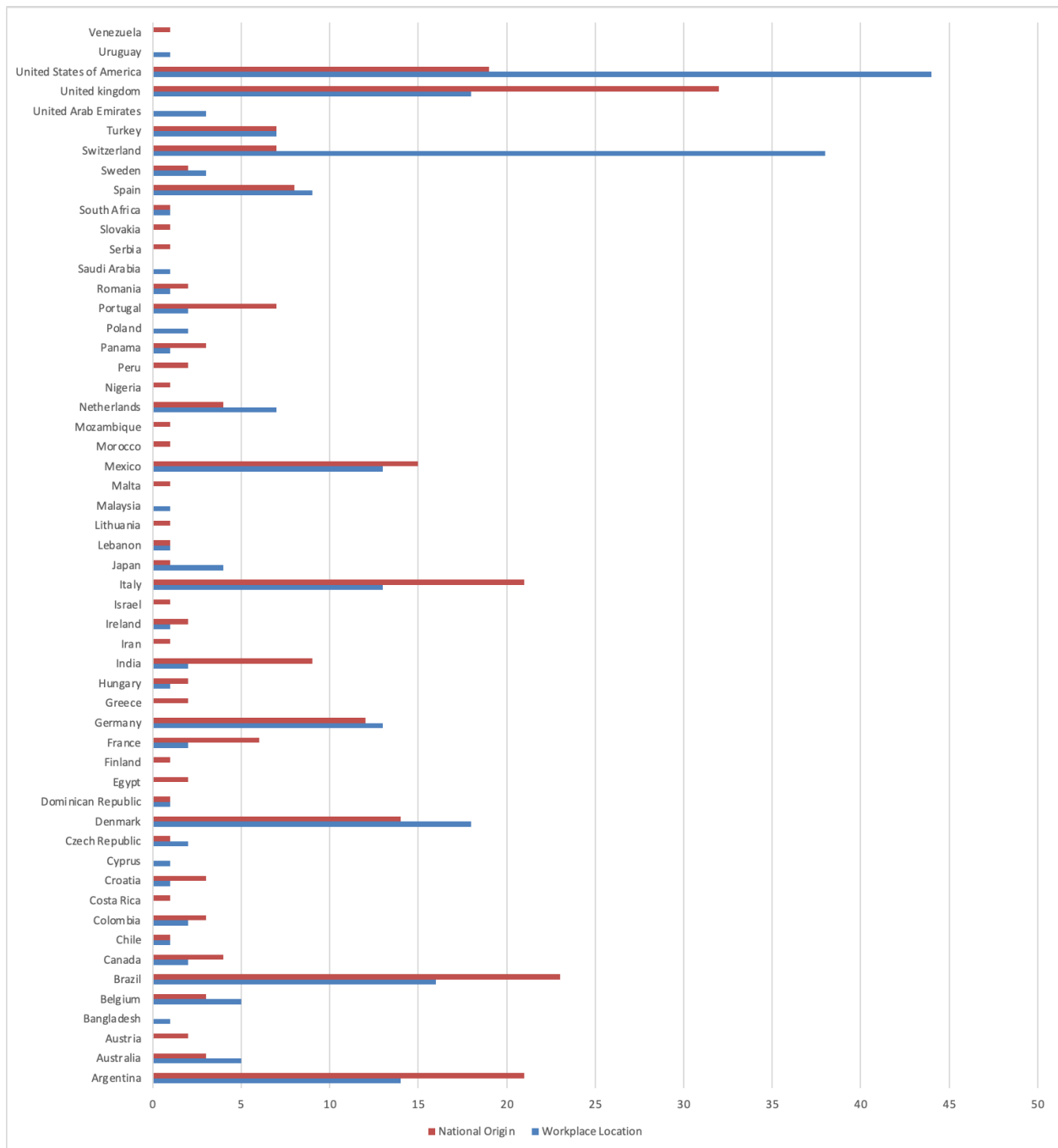
## Appendix XV: Correlation Matrix

	Strong internal network	Interaction with people from different cultures	My job utilizes my skills and talents well	Favorable opinion of the leadership team	Alignment between personal values and organizational culture	Ample freedom to manage my time	Excellent career growth opportunities	Well compensated for my level of performance	Partner work status	Love the city where I currently live	My family believes I fit well with my company	Leaving the city where we live would be very hard for my family
Strong internal network	1											
Interaction with different cultures	0.2836	1										
My job utilizes my skills and talents well	0.2677	0.2666	1									
Favorable opinion of the leadership team	0.2615	0.1961	0.4734	1								
Alignment between personal values and organizational culture	0.2186	0.1708	0.3796	0.5127	1							
Ample freedom to manage my time	0.2538	0.0884	0.2029	0.1572	0.2466	1						
Excellent career growth opportunities	0.2915	0.193	0.5407	0.4981	0.4256	0.1629	1					
Well compensated for level of performance	0.2381	0.1302	0.3234	0.2648	0.1647	0.2613	0.3542	1				
Partner work status	-0.0426	-0.0833	0.0295	-0.0528	-0.0412	-0.0567	-0.0276	-0.0262	1			
Love the city where I currently live	0.2519	0.182	0.0934	0.094	0.0712	0.1872	0.1584	0.1422	-0.0485	1		
My family believes I fit well with my company	0.2895	0.2085	0.461	0.4962	0.5357	0.123	0.4755	0.2241	-0.0453	0.1273	1	
Leaving the city where we live would be very hard for my family	-0.0204	0.0576	-0.0076	0.0034	0.0482	0.0187	0.0817	0.0969	0.1279	0.2296	-0.0051	1

Appendix XVI: Country Clusters – GLOBE Study



## Appendix XVII: Quantitative Survey – Participants by Country



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